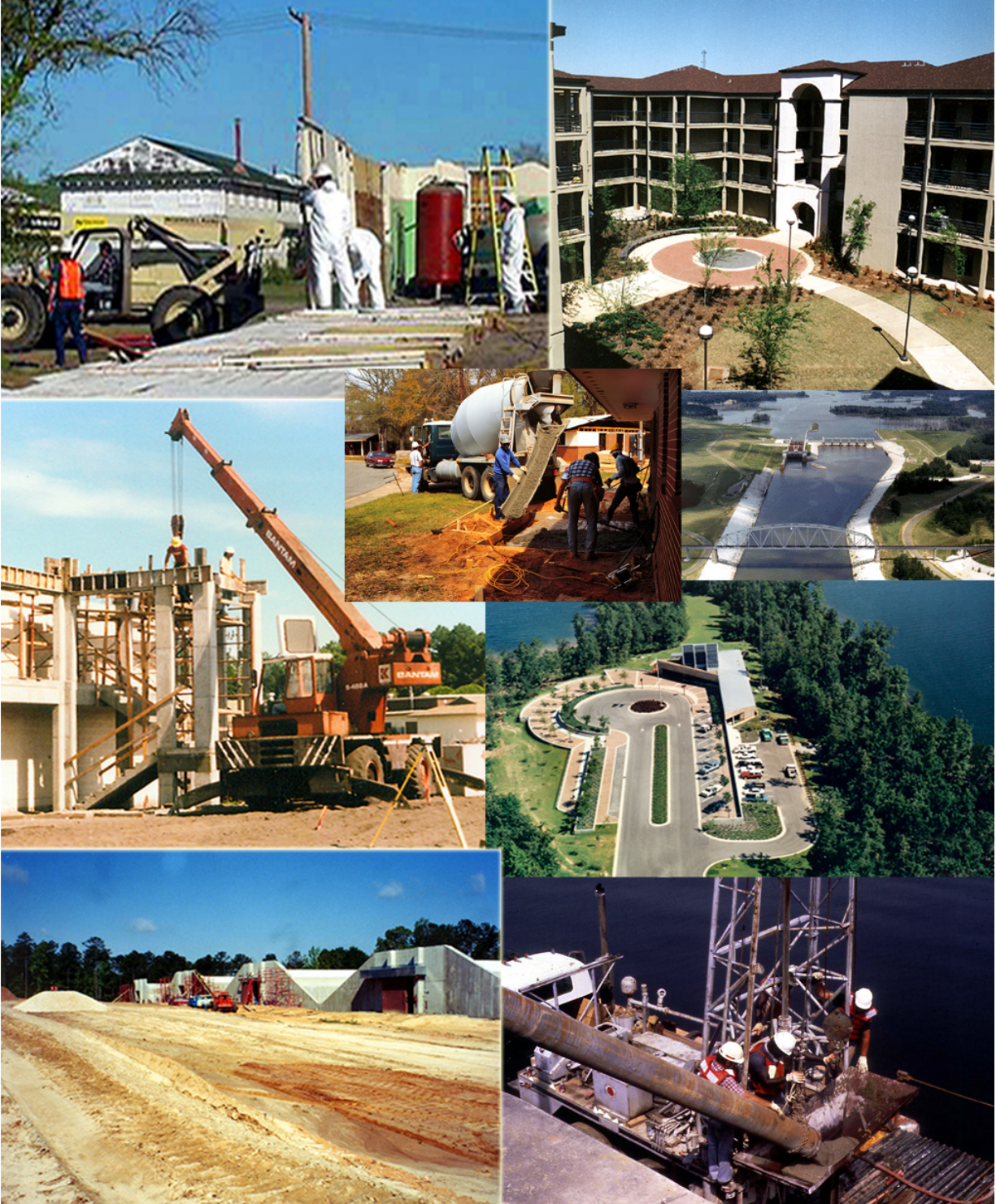




US Army Corps
of Engineers

FY06 MILITARY PROGRAMS CUSTOMER SATISFACTION SURVEY



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This report prepared by:

Linda Peterson, CEMP Survey Administrator
US Army Engineer District, Mobile
CESAM-PM-I
109 ST Joseph St
Mobile, AL 36602
Phone (251) 694-3848

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USACE Organization Symbols¹

LRD	Great Lakes/Ohio River	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
MVD	Mississippi Valley	MVK	Vicksburg
		MVM	Memphis
		MVN	New Orleans
		MVP	St Paul
		MVR	Rock Island
		MVS	St Louis
NAD	North Atlantic	NAB	Baltimore
		NAE	New England
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
		NAU	Europe
NWD	North West	NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
		NWW	Walla Walla
POD	Pacific Ocean	POA	Alaska
		POF	Far East
		POH	Honolulu
		POJ	Japan
SAD	South Atlantic	SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
		SAW	Wilmington
SPD	South Pacific	SPA	Albuquerque
		SPK	Sacramento
		SPL	Los Angeles
		SPN	San Francisco
SWD	South West	SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
		SWT	Tulsa
Other	NA	TAC	TransAtlantic Prog Ctr
		AED	Afghanistan Division
		GRD	Gulf Region Division

¹ Organizations participating in FY06 Survey highlighted

EXECUTIVE SUMMARY

The 12th Annual Military Programs Customer Satisfaction Survey has been completed. A total of 777 customers participated in the FY06 survey. Army customers comprise the largest proportion of the FY06 sample at 47 percent followed by Air Force (28%), 'Other DoD' (15%) and IIS (10%). Over half (54%) of USACE customers selected construction services as their primary category of services; 16 percent selected environmental services, 8 percent selected real estate, six percent O&M and 16 percent selected 'Other'.

The majority of responses (71% or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 90 percent of respondents and 'Seeks Your Requirements' at 89 percent high ratings. The items that elicited the greatest proportion of low ratings were 'Reasonable Costs' at eight percent and 'Timely Services' at six percent. Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. Eighty-five percent indicated the Corps would be their choice in the future while only four percent responded USACE would NOT be their choice for future projects; 12 percent were non-committal. This represents a significant improvement over last year's ratings. For customers' overall level of satisfaction 87 percent responded positively, 3 percent negatively and 10 percent fell in the mid-range category. The proportion of low rating customers is notably half that of last FY and that of satisfied customers is commensurately higher than in the previous FY.

The most highly rated items among the specific services items were 'Project Management' and 'Planning Services (Charettes, Master...)' at 86 percent each and 'Value of S&A' at 85 percent. The specific services that received the largest proportion of low ratings were 'Timely Construction' at nine percent low ratings, 'Project Documents (1391s, 1354s)' (6%) and 'Funds Management' (5%). 'Timely Construction' has consistently been the lowest rated service over time. Ratings for 'Real Estate' and 'Engineering Design' have improved significantly over recent years.

An extremely large proportion of respondents (74%) submitted comments. Of these, 290 (51%) made overall favorable comments; 156 (27%) made negative comments and 92 (16%) customers' comments contained mixed information (positive and negative statements). The two most frequent positive comments concerned 'Overall Satisfaction' (84 customers) and 'Compliments to individuals/staff' (196 customers). The two most frequent negative comments concerned 'Timely Service' (71 customers) and 'Reasonable Cost' (66 customers). The number of complaints regarding project closeout problems has risen; specifically regarding completions of 1354s and resolution of punch-list items. The new issue revealed by customer comments this year was in reference to financial reporting. A number of customers expressed desire for more transparency and accountability regarding ongoing expenditures throughout the project life.

The analysis comparing customer satisfaction ratings for Air Force, Army, and 'Other' where 'Other' includes Other DoD and IIS customers showed ratings among the customer groups were very comparable for most satisfaction indicators. However, statistically significant differences in ratings were found for 'Treats You as a Team Member', 'Reasonable Cost', 'Displays Flexibility', 'Environmental Compliance', 'Engineering Design', 'IDIQ Contract Services', 'Timely Construction' and 'Value of S&A'. In almost every case ratings provided by the Army customer group were statistically significantly lower than one or more of the other two groups. These results typify the findings from previous years however represent a slight departure from last year where subgroup ratings were more homogeneous. And although there were more significant differences this year than last, they are definitely not as extreme as in years past.

Comparisons of ratings of Construction vs. Environmental vs. 'Other'² customers focused only on those satisfaction indicators that are applicable to all work categories. This analysis includes only the General Satisfaction questions (Items 1-11) plus the Specific Services items: 'Project Management' and 'Funds Management', 'A/E Contracts', 'IDIQ Contracts', 'Value of S&R' and 'Value of S&A'. A very clear pattern emerges in these comparisons. Environmental customers were consistently the most satisfied and Construction the least satisfied. These results are consistent with previous years.

Results of the FY06 survey show that in general, there has been a gradual upward trend over the previous ten years of the survey for all customer groups. No evidence of decreasing trends in customer satisfaction is visible in any area. Army customers' ratings display very stable trends, moving upward in a consistent pattern over the first six years then showing a very slight decline in FY03. The increasing trend continues after FY03. The only service area that displayed a small decrease in customer satisfaction in FY06 was 'IS Checkbook Services'. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers.

An unusual pattern has existed among many satisfaction indicators for Air Force customers until this year. The overall trends in customer ratings have been difficult to definitively characterize because no survey item displayed a consistent pattern (increasing/decreasing/stable) over time. Instead customer ratings for most items had displayed a three-year cyclic pattern where ratings rose over the course of three years then drop significantly and begin to rise again. This pattern had occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods. Although in the aggregate Air Force customers were as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied. Without intervention it was expected that ratings would again fall in FY06. This did not occur as the increase in ratings that began in FY03 continued through FY06 for almost all services. The only service areas that are relatively unchanged from last FY are 'Timely Construction', and 'Construction Turnover', 'Maintainability of Construction' and 'On-Site Project Management'. Furthermore, there were

² Customers that checked the 'Other' area of services wrote services such as 'Project management', 'Design', 'Planning' or a combination of the listed service areas.

significant increases in ratings over FY03-06 in Timeliness', 'Choice for Future Work', 'Investigations/Inspections (Non-Envir)' and 'Real Estate Services'.

Overall the trends among 'Other' customers increased or stabilized at a high level in FY06. The pattern of ratings for the 'Other' customers is comparable to Army customers except that ratings for 'Other' customers began at a much higher level than Army. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable from year to year. The decline in FY03 ratings for 'Other' customers is very slight compared to Air Force and Army. (The exception is in the area of 'Funds Mgmt' where the decline was more noticeable.) Several service areas show fairly significant improvement over the FY03-06 period. These are 'Flexibility', 'Keeps You Informed', 'Investigations/Inspections (Non-Envir)', 'Environmental Compliance', 'JOCs/IDIQs', 'On-Site Project Mgmt' and 'Value of S&A'. In summary mean ratings for 'Other' customers began and remain consistently the highest of the three major customer groups.

Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies only to Air Force and 'Other' customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown little improvement until FY05. 'Warranty Support' ratings improved for Army and 'Other' customers. This service is still rated lowest by Army customers at a mean of 3.97 but this represents an improvement over periods previous to FY05. Air Force ratings of 'Warranty Support' are relatively unchanged from last FY.

Currently Military Program's customers are well satisfied with Corps' services. Costs and timeliness are consistently the two greatest sources of Corps Military Programs customer dissatisfaction. Measures of relationship dynamics tend to consistently receive the highest ratings. Overall customer satisfaction has increased over time. The proportion of dissatisfied customers continues to shrink over previous years. This is likely due largely to the very strong relationships that exist between Corps staff and their customers as demonstrated by the number of compliments paid to Corps staff (particularly on-site staff). It is widely believed that customer loyalty can outweigh other areas of dissatisfaction. From a historical perspective, there appears to be a direct link between the degree of customer focus within an organization and customer satisfaction.

§1. INTRODUCTION

§1.1 BACKGROUND

On 21 November 1994, LTG Williams issued a memorandum to all District and Division components directing them to perform a customer satisfaction survey of all their military and civil works customers as part of the USACE Customer Service Initiative. This initiative supports the Corps' goal of close customer/partner coordination and is in accordance with Executive Order 12826 (FY93) which required all federal agencies to develop a customer service plan and service standards. Executive Order 12826 also required agencies to survey their customers annually for three years to verify the extent to which these standards are being met. HQUSACE decided to continue the customer survey process beyond the requisite 3-year period for Military Program customers.

HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the administration, statistical analysis and reporting of results of the survey. A memorandum from CEMP to all Major Subordinate Commands, dated 8 September 2006, contained instructions for administration of the FY06 Military Programs Customer Survey. Corps Districts were to complete administration of their customer survey by 31 October 2006. All districts were again instructed to include IIS (International and Interagency Support) customers in this year's survey. Each District was required to develop a plan to identify the organizations and individuals to be surveyed and a procedure to inform customers of the purpose and process of the survey. Each district is responsible for integrating the survey process into ongoing management activities involving its customers. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

§1.2. SURVEY METHODOLOGY

As last year, the survey instrument was posted on the Corps of Engineers Headquarters Military Programs Directorate Homepage. Districts were instructed to send each customer an e-mail memo containing a URL link to the survey and instructions on completing the survey.

The standardized Military Programs Customer Survey instrument consists of two sections. The first section contains customer demographic information (name, customer organization, DoD Command, and primary category of services provided by the district). Section two contains 34 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). A blank explanation field solicits customer comments in each service area. Questions 1-12 are of a general nature such as quality and cost of services and several measures of relationship dynamics. Items 12-34 assess specific services such as engineering design, environmental services, and construction services.

The final portion of the survey solicits general customer comments. A copy of the survey instrument may be viewed in Appendix A or by 'CTRL-clicking' on the following link:
<https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .

§2. RESULTS OF FY06 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

A total of 777 customers participated in the FY06 survey. The corps-wide response rate was 56.9 percent for an estimated sampling error of +/- 2.3 percent. Response rates varied greatly among districts, ranging from a low of 0% for Jacksonville District to as high as 100 percent for Philadelphia District. The districts serving the largest populations of Military Program customers saw response rates in the 55-70 percent range. All data summary tables in this report show the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Since customers can elect to skip survey items or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS³ customers. The 'Other DoD' category includes US Navy, US Marine Corps, DLA, Joint/Combat Commands, DODEA, DECA, USMILGP's, etc. IIS customers include organizations such as EPA, DHS, FBI, DOE, BOP, etc.

Army customers comprise the largest proportion of the FY06 sample at 47 percent followed by Air Force (28%), 'Other DoD' (15%) and IIS (10%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC, PACAF and 'AF-Other'. The greatest number of Air Force customers fall under ACC (58 customers) and AETC (38 customers). The commands specified by the 46 customers who selected 'AF-Other' included AFRC, AFSPC, AFSOC and others. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast (52 customers), followed by IMA Northeast (40), and IMA-Europe (30). The vast majority of FY06 Army customers fell into the 'Army-Other' category. The commands specified by the 126 customers who selected 'Army-Other' consisted of USACE MEDCOM, HQDA, AEC, ARCENT and many others. There were a total of 12 Marine Corps customers and 24 Navy customers. Joint/Combat Command customers included those from CENTCOM, SOUTHCOM, EUCOM, and JTF Bravo. Customers who selected 'Other DoD' specified organizations such as DLA, DODEA, DeCA, DISA, NDU and others. To view the complete list of commands specified by customers who selected 'Other' see Appendix B tables B1-B4. A complete listing of specific customer organizations is provided in Appendix B, Table B-6.

³ Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services

Table 1: USACE Customer Groups

<u>Customer Group</u>	<u>#</u>	<u>%</u>
Air Force	217	27.9
Army	368	47.4
Other DoD	118	15.2
IIS	74	9.5
Total	777	100.0

USACE Customer Groups FY06

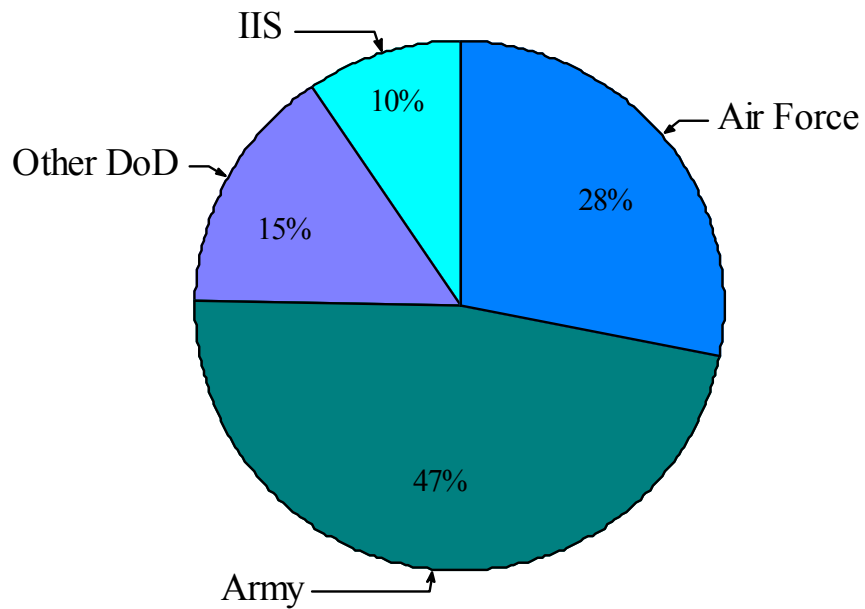


Figure 1. USACE Customer Groups

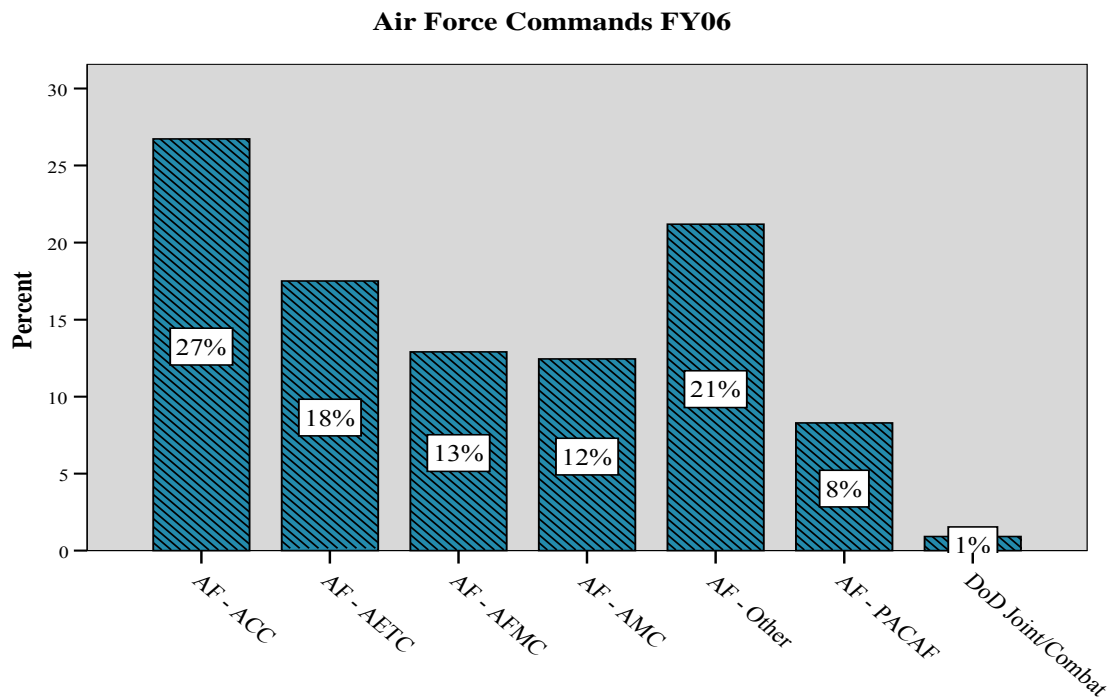


Figure 2. Air Force Commands

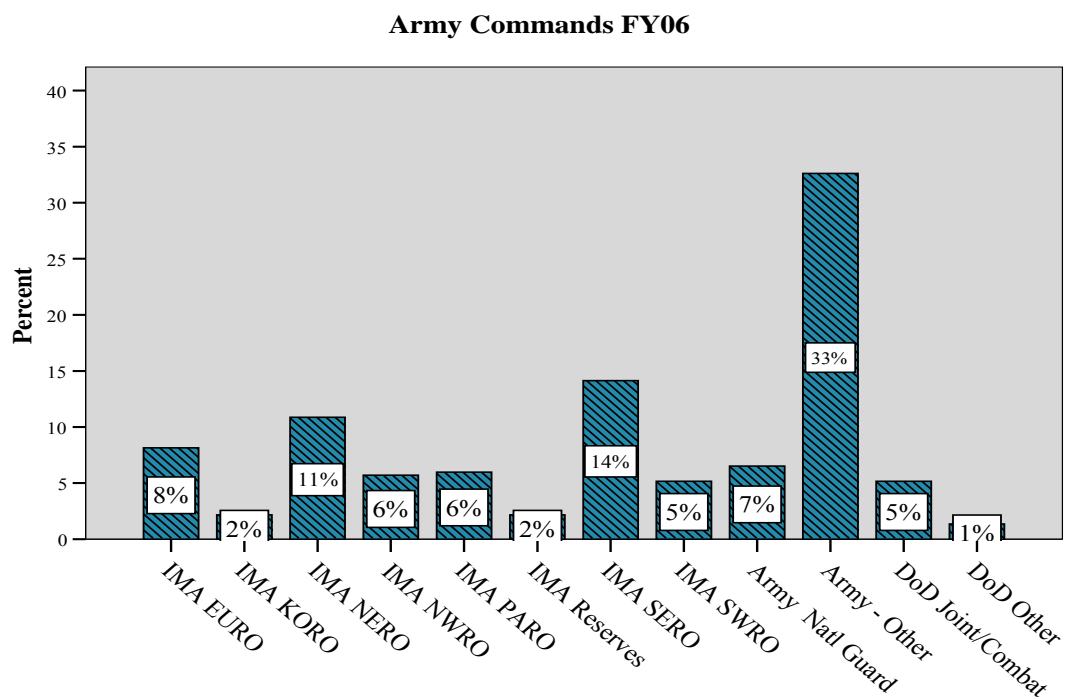


Figure 3: Army Commands

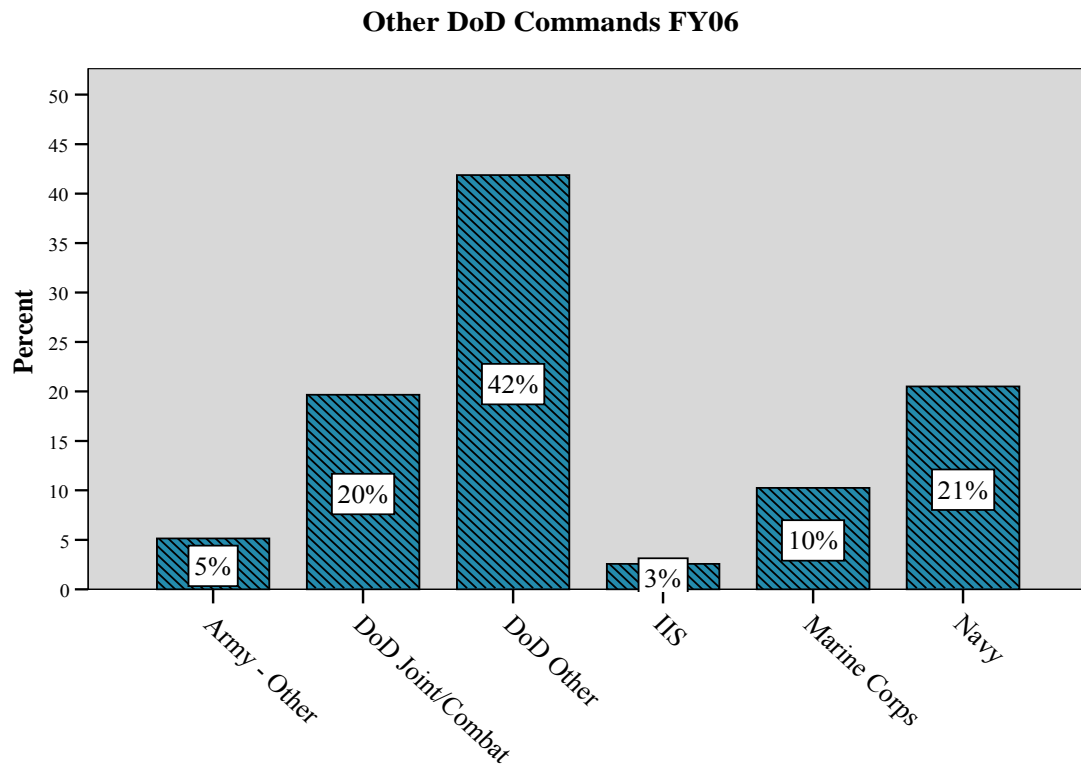


Figure 4: Other DoD Commands

Table 2: DoD Commands

Command	#	%
Air Force - ACC	58	7.5
Air Force - AETC	38	4.9
Air Force - AFMC	28	3.6
Air Force - AMC	27	3.5
Air Force - PACAF	18	2.3
Air Force - Other	46	5.9
IMA EURO	30	3.9
IMA KORO	8	1.0
IMA NERO	40	5.1
IMA NWRO	21	2.7
IMA PARO	22	2.8
IMA Reserves	8	1.0
IMA SERO	52	6.7
IMA SWRO	19	2.4
Army National Guard	24	3.1
Army - Other	126	16.2
DoD Joint/Combat Command	45	5.8
DoD Other	54	6.9
IIS	77	9.9
Marine Corps	12	1.5
Navy	24	3.1
Total	777	100.0

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (54%) of USACE customers rated Construction services; 16 percent rated Environmental services, eight percent rated Real Estate, six percent O&M and 16 percent rated 'Other' areas of service. Customers that checked the 'Other' area of services typically specified a combination of services such as 'Design and construction'. Others specified 'Project management', 'Design', 'Planning' or a specialized service such as timber sales or cultural resource services. The complete list of 'Other' work categories is found in Appendix B Table B-5.

Table 3: Primary Category of Work

<u>Work Category</u>	<u>#</u>	<u>%</u>
Construction	418	53.8
Environmental	127	16.3
O&M	44	5.7
Real Estate	63	8.1
Other	125	16.1
Total	777	100.0

USACE Work Categories FY06

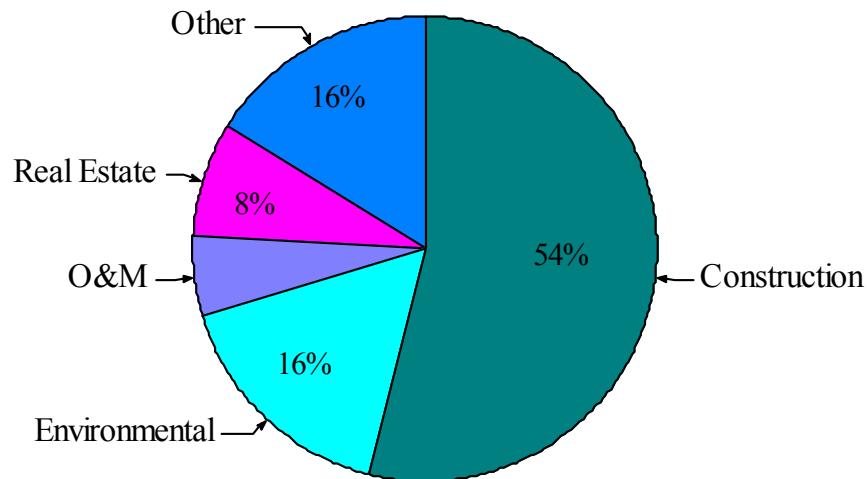


Figure 5: Primary Category of Work

The survey included all Military Districts and TransAtlantic Center. In addition a very small number of customers from Civil Works Districts were included in the FY06 survey. Afghanistan Division and the three Gulf Region Division districts were included this year for the first time. These districts work within nine Corps Divisions. The greatest proportion of responses was received from customers served by South Atlantic and North Atlantic Divisions (25% and 22% respectively). Mobile, Savannah, TransAtlantic Center and Omaha Districts had the greatest number of valid responses.

Table 4: Corps Divisions

Division	#	%
AED	5	0.6
GRD	12	1.5
LRD	39	5.0
NAD	168	21.6
NWD	101	13.0
POD	91	11.7
SAD	191	24.6
SPD	42	5.4
SWD	66	8.5
TAC	62	8.0
Total	777	100.0

Table 5: Corps Districts

District	#	%		District	#	%
AED	5	0.6		POH	13	1.7
GRD	11	1.4		POJ	22	2.8
LRH	1	0.1		SAM	124	16.0
LRL	38	4.9		SAS	64	8.2
NAB	29	3.7		SAW	4	0.5
NAE	5	0.6		SPA	18	2.3
NAN	23	3.0		SPK	9	1.2
NAO	39	5.0		SPL	13	1.7
NAP	22	2.8		SPN	2	0.3
NAU	50	6.4		SWF	36	4.6
NWK	7	0.9		SWL	5	0.6
NWO	61	7.9		SWT	25	3.2
NWS	33	4.2		TAC	62	8.0
POA	37	4.8		Total	777	100.0
POF	19	2.4				

§2.2 GENERAL SATISFACTION ITEMS

All general satisfaction items received a mean score of 3.9 or higher. For purposes of the following discussion, response categories '1' ('Very Low') and '2' ('Low') will be collapsed together and referred to as the 'Low' category representing negative responses. Similarly, categories '4' ('High') and '5' ('Very High') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' may be interpreted as mid-range, average or noncommittal. The following table depicts the responses to the eleven general customer satisfaction indicators. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses⁴. The majority of responses (71 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 90 percent of respondents and 'Seeks Your Requirements' at 89 percent high ratings. The items that elicited the greatest proportion of low ratings were 'Reasonable Costs' at 8 percent and 'Timely Services' at 6 percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 85 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, only 4 percent responded USACE would NOT be their choice for future projects and 12 percent were non-committal. This represents a significant improvement over last year's rating on this item. For customers' overall level of satisfaction 87 percent responded positively, 3 percent negatively and 10 percent fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. The proportion of low rating customers is notably half that of the last FY and that of satisfied customers is commensurately higher than in the previous FY. Detailed responses to these indicators (before collapsing categories) are displayed in Table C-1 of Appendix C so extreme responses can be identified ('Very Low' or 'Very High').

⁴ If customers select NA or fail to rate an item, the number of valid responses will be less than 777.

Table 6: General Satisfaction Items

<u>General Items</u>	<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Total</u>	
	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	19	2.5	62	8.1	682	89.4	763	100.0
S2 Manages Effectively	29	3.8	87	11.4	648	84.8	764	100.0
S3 Treats You as a Team Member	18	2.3	58	7.5	695	90.1	771	100.0
S4 Resolves Your Concerns	28	3.6	81	10.5	664	85.9	773	100.0
S5 Timely Service	44	5.7	116	15.0	613	79.3	773	100.0
S6 Quality Product	27	3.6	81	10.7	650	85.8	758	100.0
S7 Reasonable Costs	58	7.9	154	20.9	526	71.3	738	100.0
S8 Displays Flexibility	23	3.0	80	10.3	670	86.7	773	100.0
S9 Keeps You Informed	33	4.3	89	11.5	651	84.2	773	100.0
S10 Your Future Choice	27	3.6	90	11.9	638	84.5	755	100.0
S11 Overall Satisfaction	22	2.8	80	10.3	671	86.8	773	100.0

Green: Highest Rated

Red: Lowest Rated

§2.3 SPECIFIC SERVICES ITEMS

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific services items received a mean score of 3.9 or higher.

A large number of customers left one or more items blank in this section. The average percentage of non-response was 46 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 17 percent on Item 18: 'Project Management Services' to a high of 86 percent on Item 31: 'IS Checkbook Services'. Extremely low response rates were also found for 'Privatization Support' and 'BRAC'.

The proportion of high ratings for the specific services items ranged from 71 to 86 percent. The most highly rated items were 'Project Management' and 'Planning Services (Charettes, Master...)' at 86 percent each and 'Value of S&A' at 85 percent. The specific services that received the largest proportion of low ratings were 'Timely Construction' at nine percent low ratings, 'Project Documents (1391s, 1354s)' (6%) and 'Funds Management' (5%). 'Timely Construction' has consistently been the lowest rated

service over time. Ratings for ‘Real Estate’ and ‘Engineering Design’ have improved significantly over recent years. Detailed responses to these 23 indicators (before collapsing categories) are displayed in Table C-2 of Appendix C so extreme responses can be identified (Very Low or Very High).

Table 7: Specific Services Items

<u>Specific Services</u>	<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Total</u>	
	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master...)	12	2.5	56	11.5	420	86.1	488	100.0
S13 Investigation/Inspections	8	2.2	53	14.8	296	82.9	357	100.0
S14 Environmental Studies	5	1.4	53	15.1	294	83.5	352	100.0
S15 Environmental Compliance	9	2.8	45	14.0	268	83.2	322	100.0
S16 BRAC	8	3.6	25	11.4	187	85.0	220	100.0
S17 Real Estate	9	3.3	49	17.9	215	78.8	273	100.0
S18 Project Management	16	2.5	76	11.7	555	85.8	647	100.0
S19 Project Documentation	25	5.6	64	14.3	357	80.0	446	100.0
S20 Funds Management	29	5.2	107	19.1	425	75.8	561	100.0
S21 A/E Contracts	12	2.5	78	16.3	390	81.3	480	100.0
S22 Engineering Design	17	3.4	90	18.0	394	78.6	501	100.0
S23 IDIQ Contracts	18	4.9	51	13.9	298	81.2	367	100.0
S24 Construction Quality	14	2.8	75	15.0	410	82.2	499	100.0
S25 Timely Construction	44	8.9	98	19.8	354	71.4	496	100.0
S26 Construction Turnover	19	4.2	83	18.4	348	77.3	450	100.0
S27 Warranty Support	15	3.6	90	21.6	311	74.8	416	100.0
S28 End-user Satisfaction	13	2.7	62	12.7	412	84.6	487	100.0
S29 Maintainability	12	2.6	68	15.0	373	82.3	453	100.0
S30 Privatization Support	5	3.9	22	17.3	100	78.7	127	100.0
S31 IS Checkbook	5	4.6	22	20.2	82	75.2	109	100.0
S32 On-site Project Mgmt	24	4.4	59	10.8	462	84.8	545	100.0
S33 Value of S&R	14	2.5	75	13.2	480	84.4	569	100.0
S34 Value of S&A	12	2.3	66	12.4	455	85.4	533	100.0

Green: Highest Rated

Red: Lowest Rated

§2.4 CUSTOMER COMMENTS

The survey instrument includes a blank ‘explanation’ field for each item. Customer could use this field to explain any of their ratings but were specifically asked to explain any low ratings (below 3). Customers could also provide general comments or suggestions concerning Corps services at the end of the survey. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they typically feel fairly strongly about the issue they are addressing. And secondly, each comment may represent up to eight additional customers who feel the same way but simply don’t take the time to provide a comment.

An extremely large proportion of respondents (74%) submitted comments. Of these, 290 (51%) made overall favorable comments, 156 (27%) made negative comments and 92 (16%) customers’ comments contained mixed information (positive and negative statements). A small number of customer comments (34 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The two most frequent positive comments concerned ‘Overall Satisfaction’ (84 customers) and ‘Compliments to individuals/staff’ (196 customers). As in previous years, there were a large number of positive comments about ‘On-site Project Management’. The numerous compliments to Corps staff is particularly important given that customer loyalty engendered from strong relationships is at the heart of customer satisfaction.

The two most frequent negative comments concerned ‘Timely Service’ (71 customers) and ‘Reasonable Cost’ (66 customers). The negative comments on cost were less than the number received last FY (86 in FY05). The other areas of services that received a large number of negative comments were ‘Keeps You Informed’ (54 customers), ‘Timely Construction’ (53), and ‘Funds Management’ (52).

In the General Comments portion of the survey the most frequent negative comments addressed ‘Lack of Customer Focus’, ‘Project Closeout issues’ and ‘COE accountability’. Last year, a large number of customers (28) registered complaints about the lack of staff continuity on their projects. This complaint was registered by very few customers (4) this year. However, the number of complaints regarding project closeout problems has risen specifically regarding completions of 1354s and resolution of punch-list items. Another issue that has surfaced concerns financial management of projects. A number of customers expressed desire for more transparency and accountability regard ongoing expenditures throughout the project life. A summary of all comments is shown below. Note that the total number of comments exceeds 572 as most customers mentioned several issues. The reader will notice a much greater variety and number of specific negative comments. This is because survey participants were asked to provide explanations of any ratings they gave below ‘3’.

Table 8: Summary of Customer Comments

<u>Comments on Service Areas</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
S1 Seeks Your Requirements	35	26	61
S2 Manages Effectively	37	44	81
S3 Treats You as Important Member of Team	40	33	73
S4 Resolves Your Concerns	32	43	75
S5 Timely Service	30	71	101
S6 Quality Product	29	38	67
S7 Reasonable Cost	21	66	87
S8 Flexible in Responding to You	39	33	72
S9 Keeps You Informed	35	54	89
S10 Your Choice for Future Work	39	40	79
S11 Overall Satisfaction	84	30	114
S12 Planning (Charettes, Master...)	23	16	39
S13 Investigations & Inspections (Non-Envir)	13	9	22
S14 Environmental Studies	11	7	18
S15 Environmental Compliance	8	8	16
S16 BRAC	11	6	17
S17 Real Estate	32	13	45
S18 Project Mgmt	35	29	64
S19 Project Documents (1354s, 1391s...)	19	33	52
S20 Funds Mgmt	16	52	68
S21 AE Contract Services	33	47	80
S22 Engineering Design Quality	12	22	34
S23 IDIQ Contracts	22	23	45
S24 Construction Quality	16	30	46
S25 Timely Completion of Construction	18	53	71
S26 Construction Turnover	15	20	35
S27 Contract Warranty Support	9	22	31
S28 End-user Satisfaction	18	12	30
S29 Maintainability of Construction	11	11	22
S30 Privatization Support	2	2	4
S31 IS Checkbook Services	3	7	10
S32 On Site Project Mgmt	51	44	95
S33. Value of S & R	16	12	28
S34. Value of S & A	15	15	30

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Comments re: Staff/Individuals	196	4	200
QA/QC	11	20	31
Staff Continuity	7	4	11
Impacts due to COE Policy/Org	0	5	5
Staff Overloaded/ Project Understaffed	0	15	15
Mod's (Costs/Timeliness)	1	5	6
Improvement in Service	12	12	24
Design-Builds	0	2	2
Customer Focus	38	28	66
Contracting	9	9	18
Small project work	1	10	11
Project Closeout	7	27	34
Lessons Learned	0	3	3
Customer Survey	2	5	7
Year-end work	3	2	5
AE Accountability	1	1	2
Control/Oversight of AE	8	13	21
COE Accountability	4	25	29
Meeting Customer Requirements	25	18	43
Meet Budget	11	2	13
'One Door to Corps'	1	1	2
Cost Estimating	2	17	19
Cost Accountability	0	10	10
OH Charges	3	2	5
HVAC	0	8	8
O&M Services	3	10	13
SBA/8A Contract Services	0	3	3
SOW/Bid Package	2	5	7
Prefer Other Provider (NAVFAC, etc)	2	7	9
Charettes	10	8	18
Forestry Services	2	0	2
Impacts due to DA Transformation	9	5	14
Upper Mgmt Support	3	1	4
Cost Detail	0	10	10
Line Item Review	1	3	4
Legal Services	2	3	5
Roof Construction	0	7	7
As-Builts	0	8	8
Fuels Expertise	9	1	10

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Frequency of Site Visits	2	4	6
Environmental Services	22	11	33
RCI	1	0	1
Financial Info/Reporting	2	1	3
Total	1242	1306	2548

§3.0 Comparison of Ratings by Customer Subgroups

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army vs. ‘Other’) and primary work category (Construction vs. Environmental vs. ‘Other’).

§3.1 Ratings by Customer Group

The first analysis compares customer satisfaction ratings for Air Force, Army, and ‘Other’ where ‘Other’ includes Other DoD and IIS customers. Ratings for all satisfaction indicators were examined. Ratings among the customer groups were very comparable for most satisfaction indicators. However, statistically significant differences in ratings were found for ‘Treats You as a Team Member’, ‘Reasonable Cost’, ‘Displays Flexibility’, ‘Environmental Compliance’, ‘Engineering Design’, ‘IDIQ Contract Services’, ‘Timely Construction’ and ‘Value of S&A’. In almost every case ratings provided by the Army customer group were statistically significantly lower than one or more of the other two groups. These results typify the findings from previous years however represent a slight departure from last year where subgroup ratings were more homogeneous. And although there were more significant differences this year than last, they are definitely not as extreme as in years past. A detailed table presenting mean Air Force, Army, and ‘Other’ item scores and sample sizes is located in Appendix Table C-3.

Table 9: Summary of Ratings by Customer Group FY06

<u>Item</u>	<u>Statistically Significant Differences</u>
S3 Treats You as Team Member	Other > Army
S7 Reasonable Cost	AF, Other > Army
S8 Displays Flexibility	Other > Army
S15 Environmental Compliance	AF, Other > Army
S22 Engineering Design	Other > AF, Army
S23 IDIQ Contracts	Other > Army
S25 Timely Construction	Other > AF, Army
S34 Value of S&A	Other > Army

Air Force vs Army vs Other Ratings

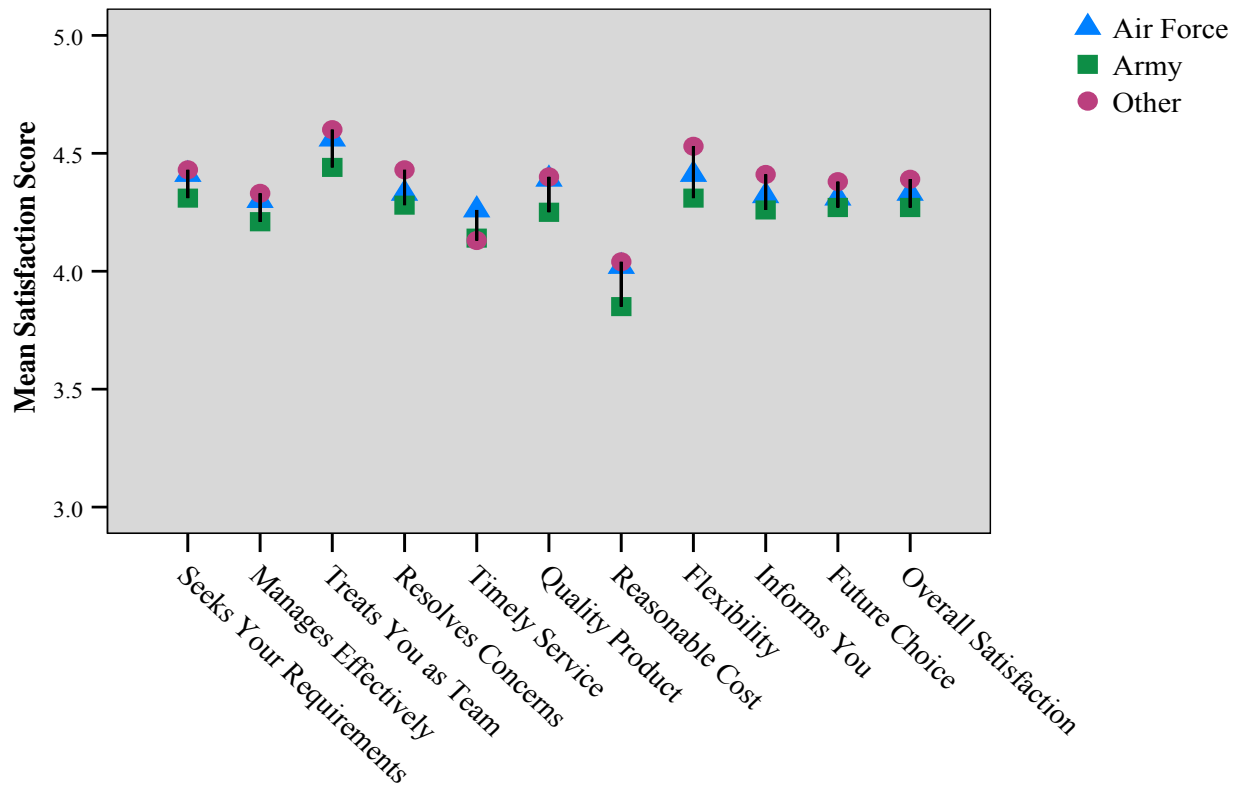
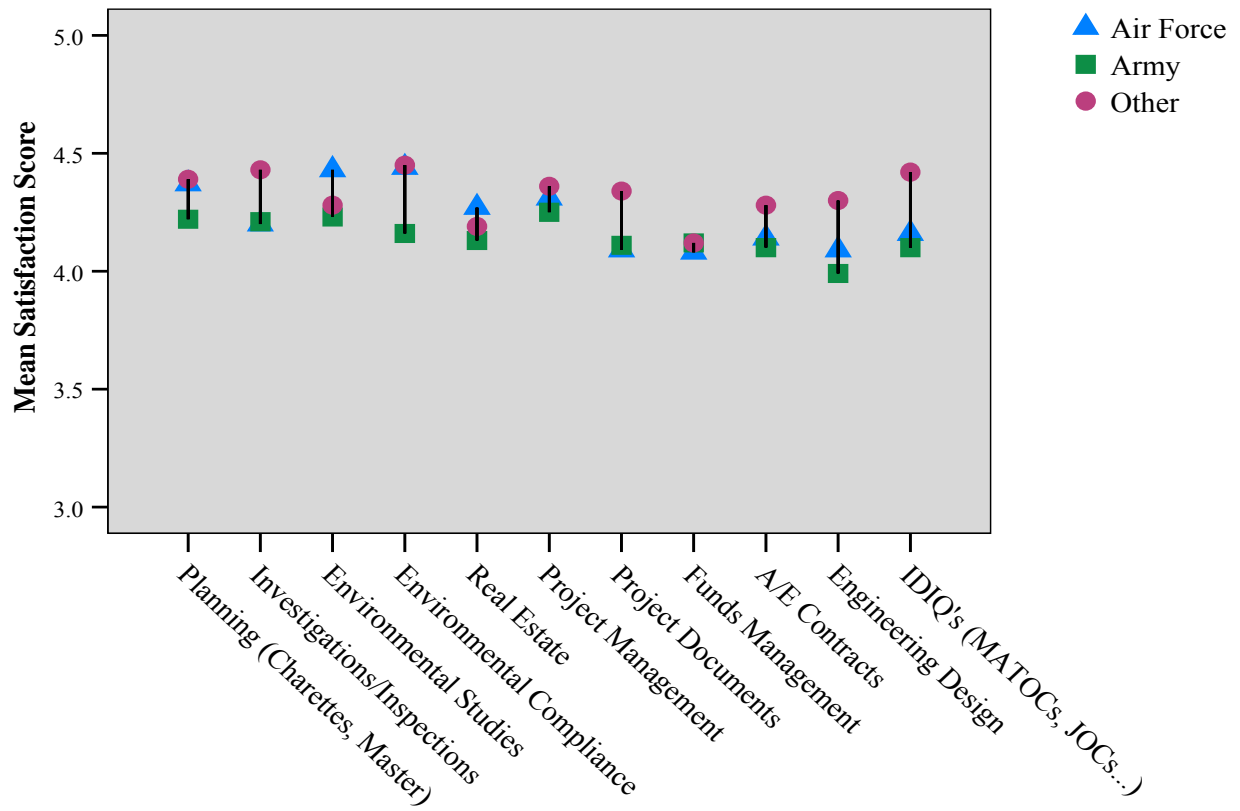
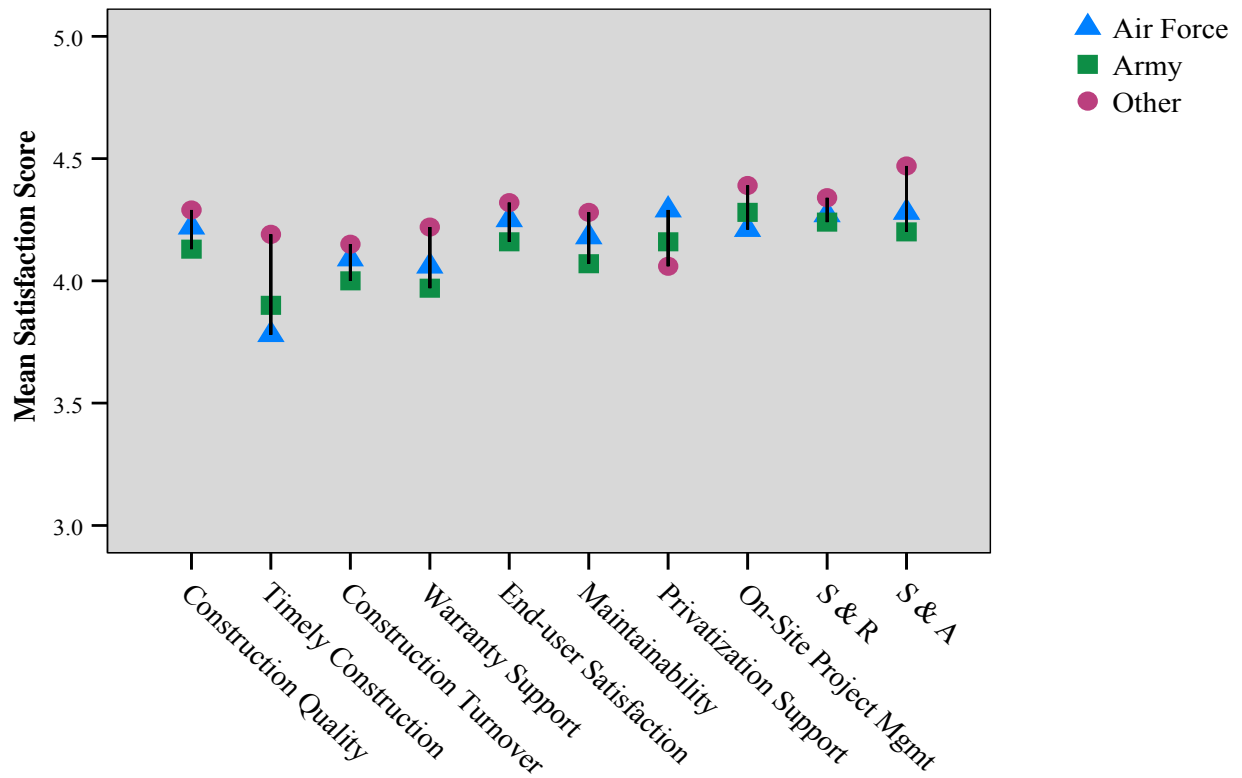


Figure 6: Ratings by Customer Group

Air Force vs Army vs Other Ratings



Air Force vs Army vs Other Ratings



3.2 Ratings by Primary Category of Work

Comparisons of ratings of Construction vs. Environmental vs. ‘Other’⁵ customers were performed to detect any differences among the work categories for selected satisfaction indicators and to determine whether any of these differences are statistically significant. This analysis includes only the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all work categories: ‘Project Management’ and ‘Funds Management’, ‘A/E Contracts’, ‘IDIQ Contracts’, ‘Value of S&R’ and ‘Value of S&A’. A very clear pattern emerges in these comparisons and is illustrated in the graphs below. Environmental customers were consistently the most satisfied and Construction the least satisfied. Additionally these differences were large enough to be statistically significant at $\alpha = .05$ for almost every satisfaction indicator. Ratings provided by the Environmental customer group were consistently significantly higher than Construction and Other customers. In several cases ‘Other’ customer ratings were significantly higher than Construction. These results are completely consistent with previous years. Recall that Construction customers comprise 54 percent of the customer base, Environmental 16 percent and ‘Other’ 30 percent. Table C-4 in Appendix C displays mean subgroup scores and sample sizes.

Table 10: Summary of Ratings by Work Category FY06

<u>Item</u>	<u>Statistically Significant Differences</u>
S2 Manages Effectively	Environmental, Other > Construction
S4 Resolves Your Concerns	Environmental, Other > Construction
S6 Quality Product	Environmental, Other > Construction
S7 Reasonable Cost	Environmental > Construction
S8 Displays Flexibility	Environmental > Construction
S10 Your Future Choice	Environmental > Construction
S11 Overall Satisfaction	Environmental > Construction
S20 Funds Management	Environmental > Construction
S21 A/E Contract Services	Environmental > Construction, Other
S23 IDIQ Contracts	Environmental > Construction, Other
S34 Value of S&A	Environmental > Construction

⁵ Customers that checked the ‘Other’ area of services wrote services such as ‘Project management’, ‘Design’, ‘Planning’ or a combination of the listed service areas.

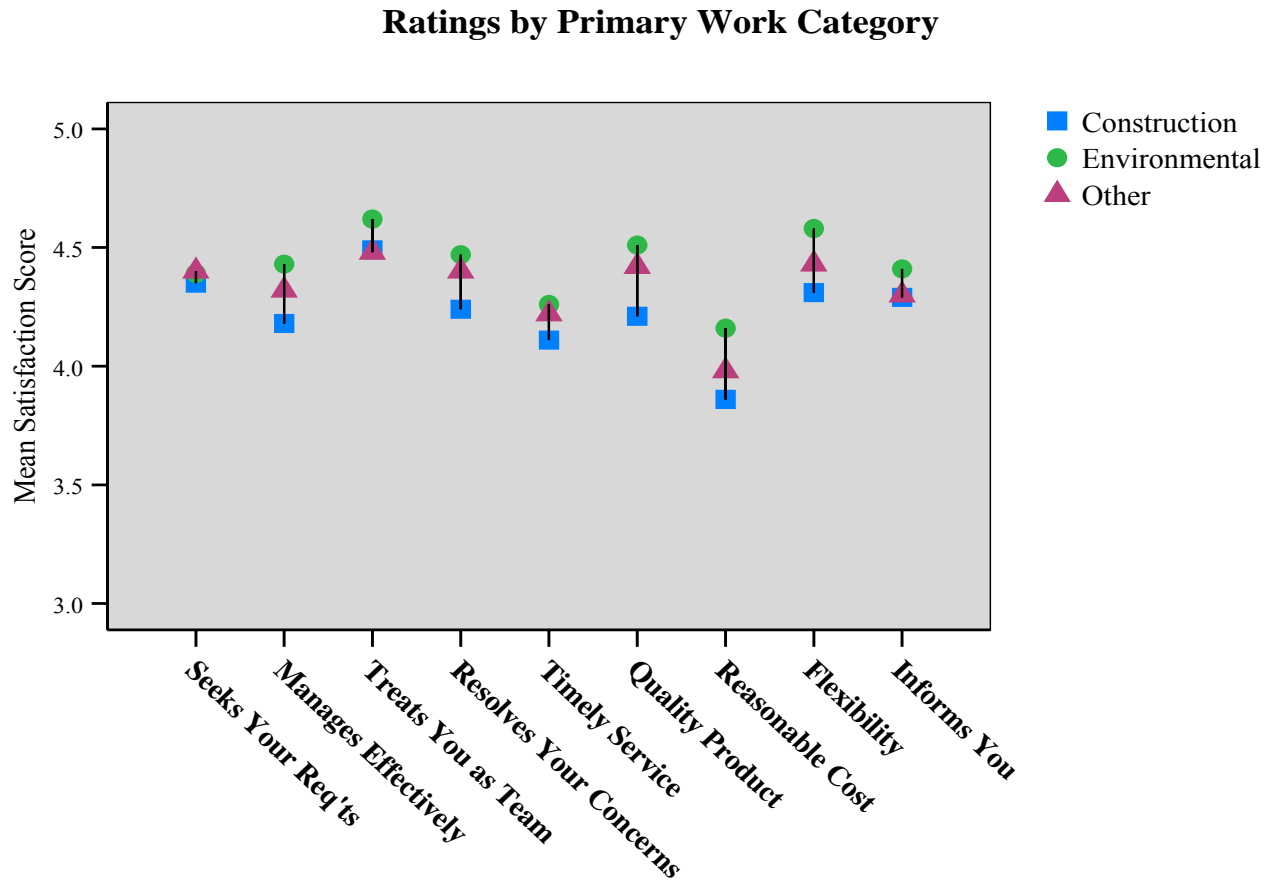
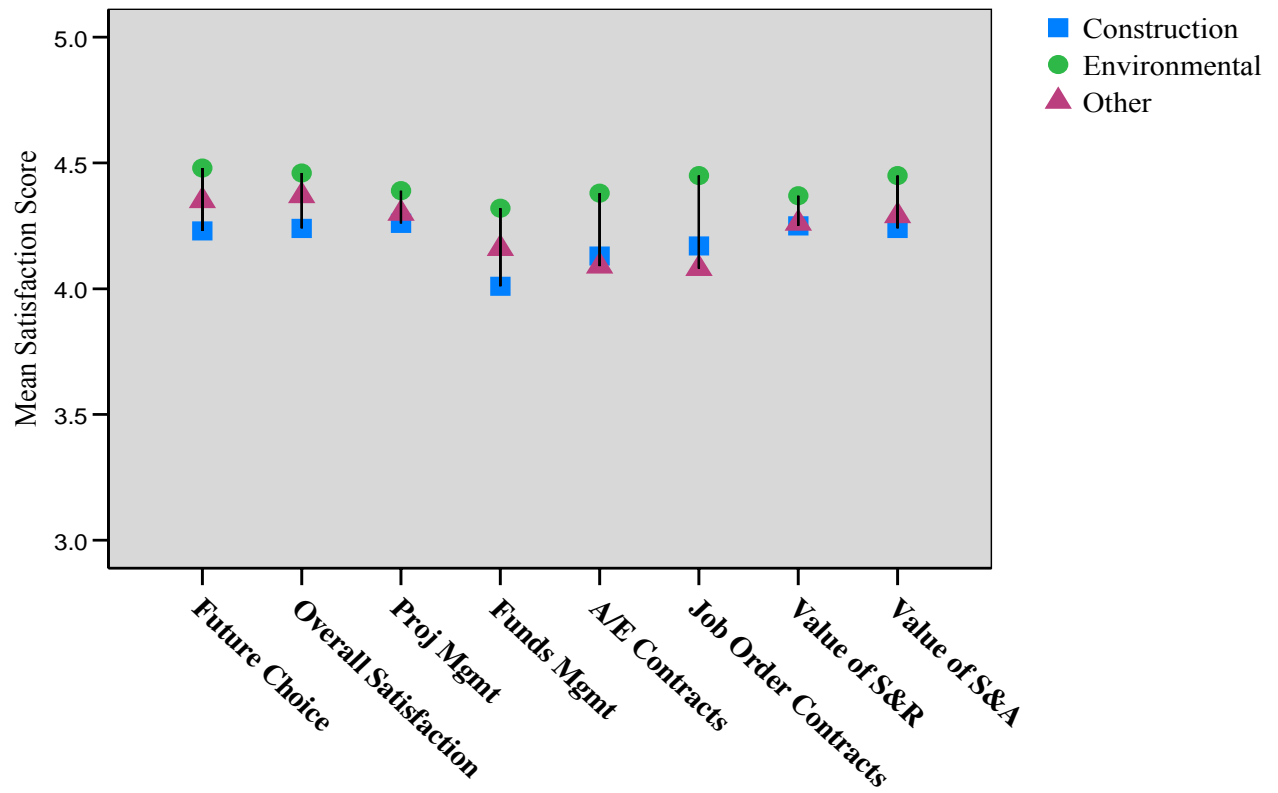


Figure 7: Ratings by Category of Work

Ratings by Primary Work Category



3.3 Ten-Year Trends by Customer Group

The Corps Military Customer Satisfaction Survey has been administered for a total of twelve years. The following analysis tracks the past ten years in customers' assessment data. The analysis juxtaposes the trends in Air Force, Army and 'Other' customer ratings over time. The 'Other' group represents IIS and 'Other DoD' responses combined. This analysis summarizes up to 2,004 Air Force customer responses, 3,084 Army and 1,419 'Other' responses. The number of surveys received by customer group by year is displayed below. The numbers of actual valid responses vary by item. Additional demographic information, such as the number of responses by Division and District by year, is shown in Appendix C, Tables C-5 and C-6.

Table 11: Number of Responses by Customer Group & Survey Year

<u>Survey Yr</u>	<u>Air Force</u>	<u>Army</u>	<u>Other</u>	<u>Total</u>
FY97	241	327	158	726
FY98	193	347	155	695
FY99	189	414	142	745
FY00	185	305	101	591
FY01	204	228	85	517
FY02	190	251	130	571
FY03	179	249	136	564
FY04	194	261	171	626
FY05	212	334	149	695
FY06	217	368	192	777
Total	2004	3084	1419	6507

Results show that in general, there has been a gradual upward trend over the previous ten years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1997. Ratings for all groups show a decline for FY03 but seemed to have recovered in FY04 and increasing or stable through FY06. No evidence of decreasing trends in customer satisfaction is visible in any area.

Army customers' ratings display very stable trends, moving upward in a very consistent pattern over the first six years then showing a very slight decline in FY03. The increasing trend continues after FY03. The only service area that displayed a small decrease in customer satisfaction was 'IS Checkbook Services'⁶. Several customers also commented that they would like to use this program if given the opportunity. In summary, although Army customers began

⁶ IS Checkbook Services is limited to Army Customers only. To view trends in this service area you may access individual customer group trends at <ftp://ftp.sam.usace.army.mil/pub/Peterson/>

as the least satisfied customer group, they are slowly but steadily becoming more satisfied with Corps services. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers.

An unusual pattern has existed among many satisfaction indicators for Air Force customers until this year. The overall trends in customer ratings have been difficult to definitively characterize because no survey item displayed a consistent pattern (increasing/decreasing/stable) over time. Instead customer ratings for most items had displayed a three-year cyclic pattern where ratings rose over the course of three years then drop significantly and begin to rise again. This pattern had occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods. Although in the aggregate Air Force customers were as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied. Without intervention it was expected that ratings would again fall in FY06. This did not occur as the increase in ratings that began in FY03 continued through FY06 for almost all services. The only service areas that are relatively unchanged from last FY are 'Timely Construction', and 'Construction Turnover', 'Maintainability of Construction' and 'On-Site Project Management'. Furthermore, there were significant increases in ratings over FY03-06 in 'Timeliness', 'Choice for Future Work', 'Investigations/Inspections (Non-Envir)' and 'Real Estate Services'.

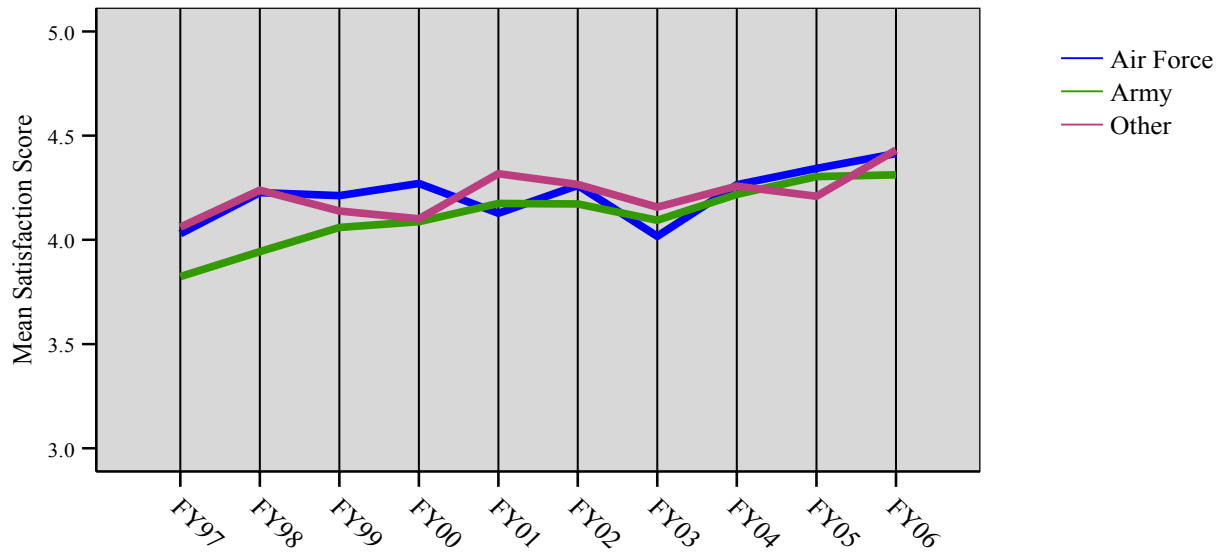
Overall the trends among 'Other' customers increased or stabilized at a high level in FY06. The pattern of ratings for the 'Other' customers is comparable to Army customers except that ratings for 'Other' customers began at a much higher level than Army. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable from year to year. The decline in FY03 ratings for 'Other' customers is very slight compared to Air Force and Army. (The exception is in the area of 'Funds Mgmt' where the decline was more noticeable.) Several service areas show fairly significant improvement over the FY03-06 period. These are 'Flexibility', 'Keeps You Informed', 'Investigations/Inspections (Non-Envir)', 'Environmental Compliance', 'JOCs/IDIQs', 'On-Site Project Mgmt' and 'Value of S&A'. In summary mean ratings for 'Other' customers began and remain consistently the highest of the three major customer groups.

Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies only to Air Force and 'Other' customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown little improvement until FY05. 'Warranty Support' ratings improved for Army and 'Other' customers. This service is still rated lowest by Army customers at a mean of 3.97 but this represents a fairly significant improvement over FY04. Air Force ratings of 'Warranty Support' are relatively unchanged from last FY.

Some readers may find it easier to discern trends by reviewing individual bar graphs for each of the three customer groups separately. These graphs are available on the ftp site: <ftp://ftp.sam.usace.army.mil/pub/Peterson/>. Simply 'CTRL-Click' or copy and paste this link into your web browser and select the file corresponding to the customer group you'd like to view or you may contact the author of this report for assistance.

General Satisfaction Items

S1: Seeks Your Requirements



S2: Manages Effectively

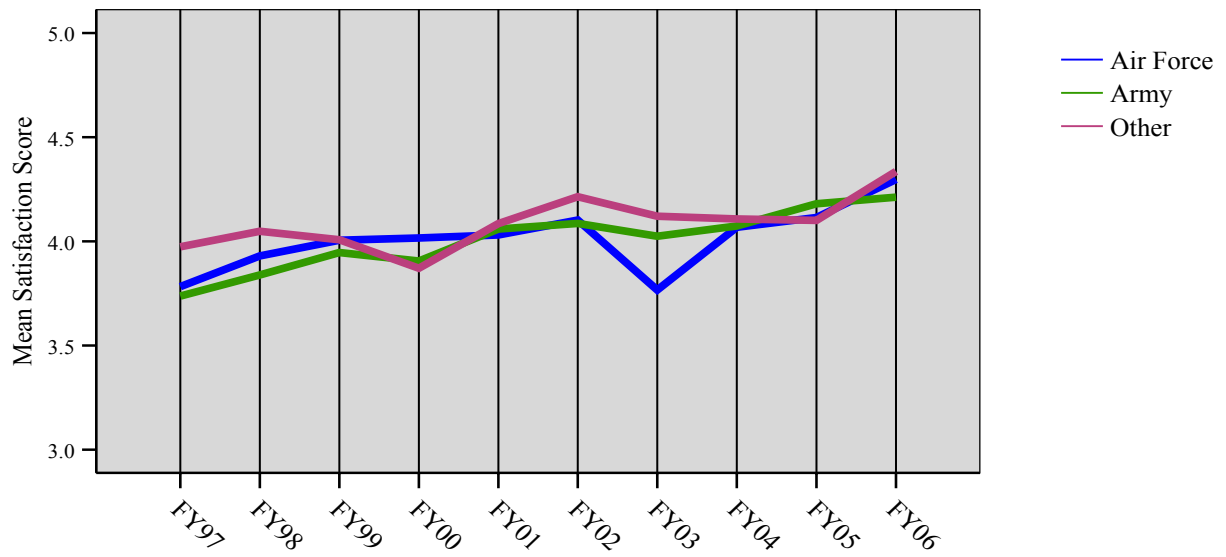
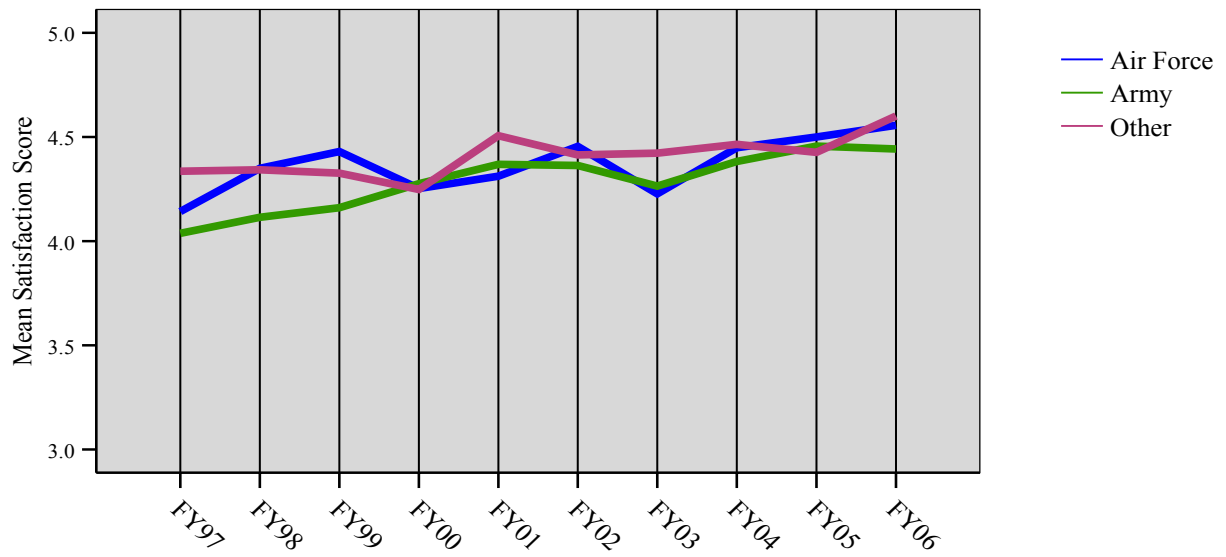
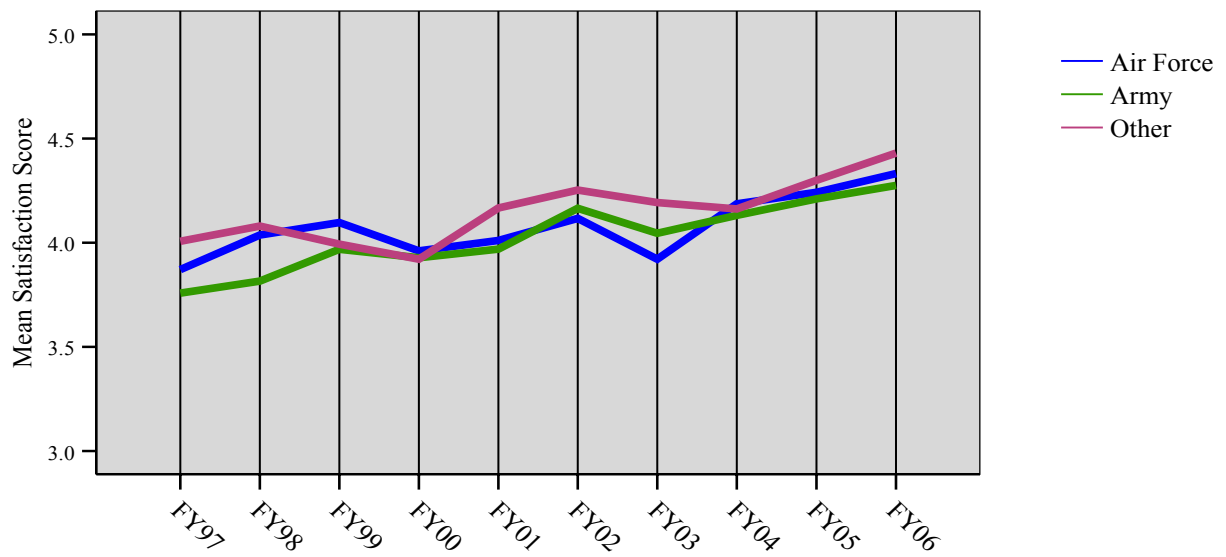


Figure 8: Trends by Customer Group

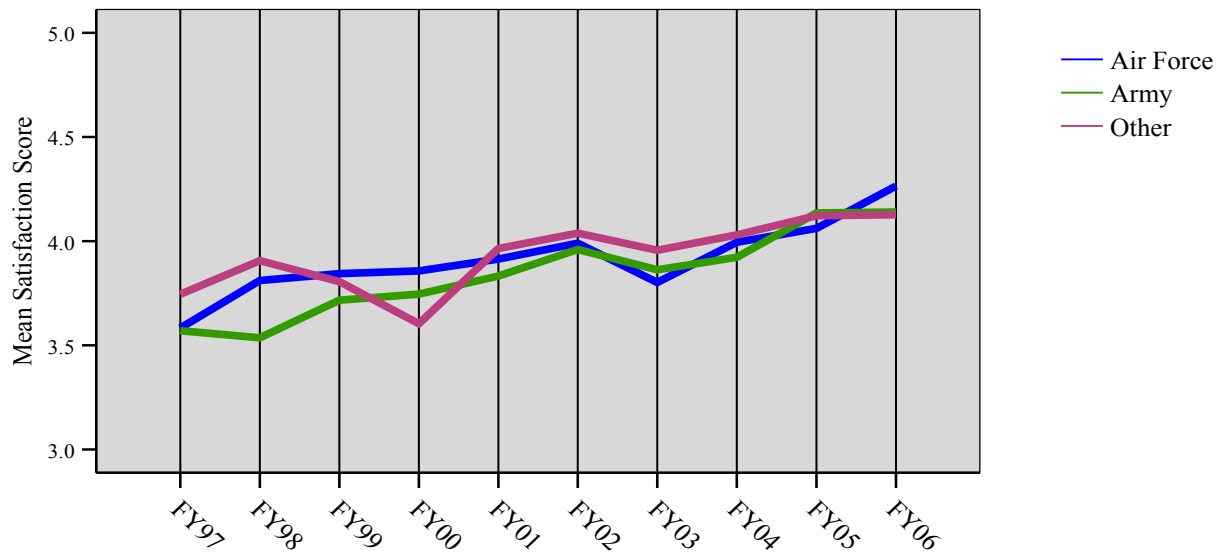
S3: Treats You as Team Member



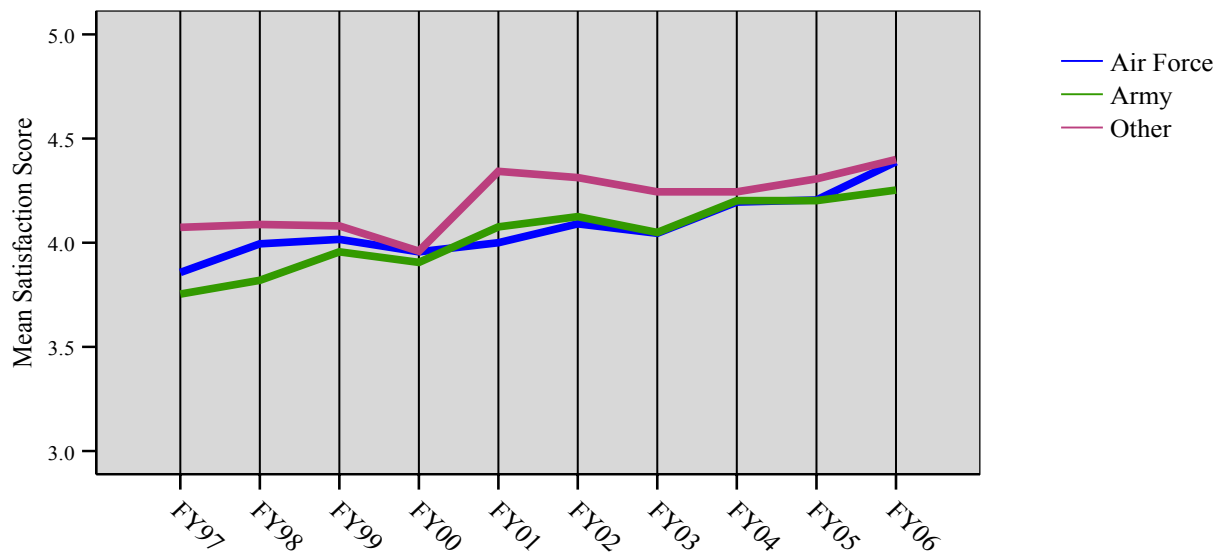
S4: Resolves Your Concerns



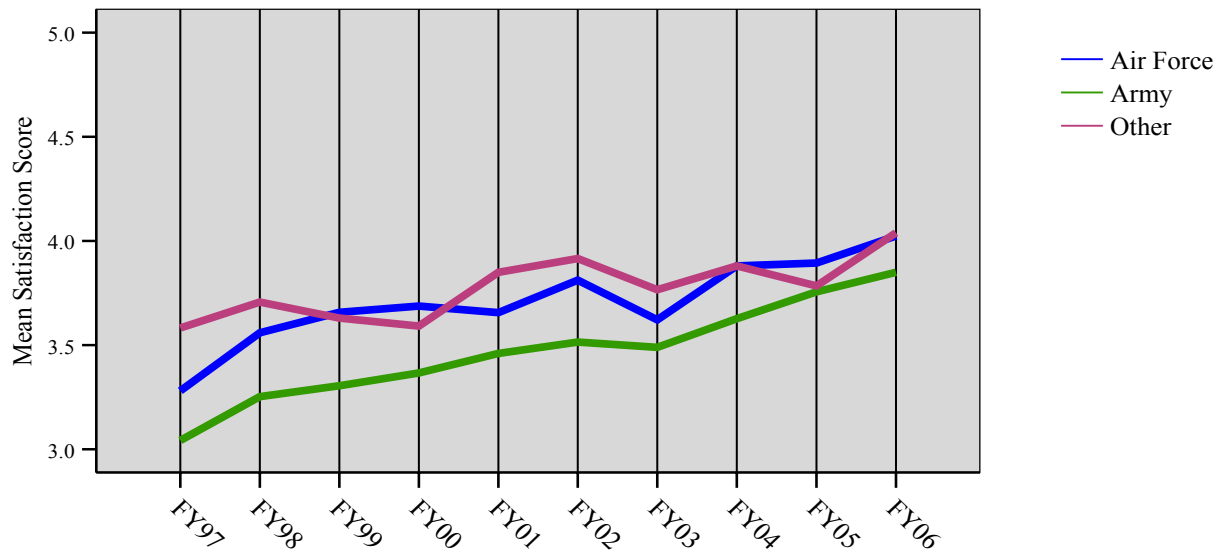
S5: Provides Timely Services



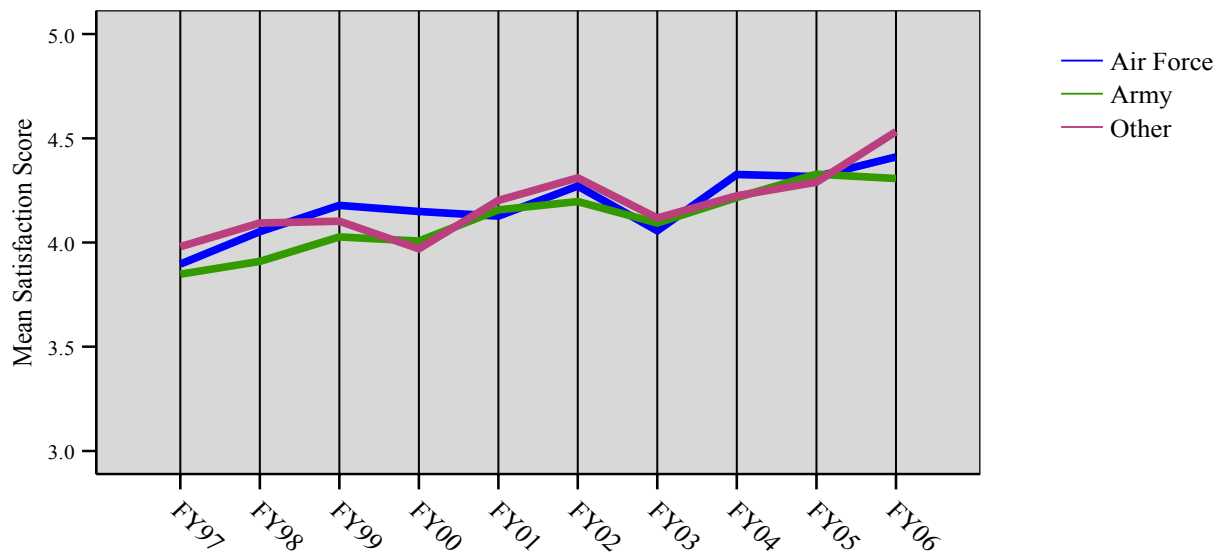
S6: Delivers Quality Products



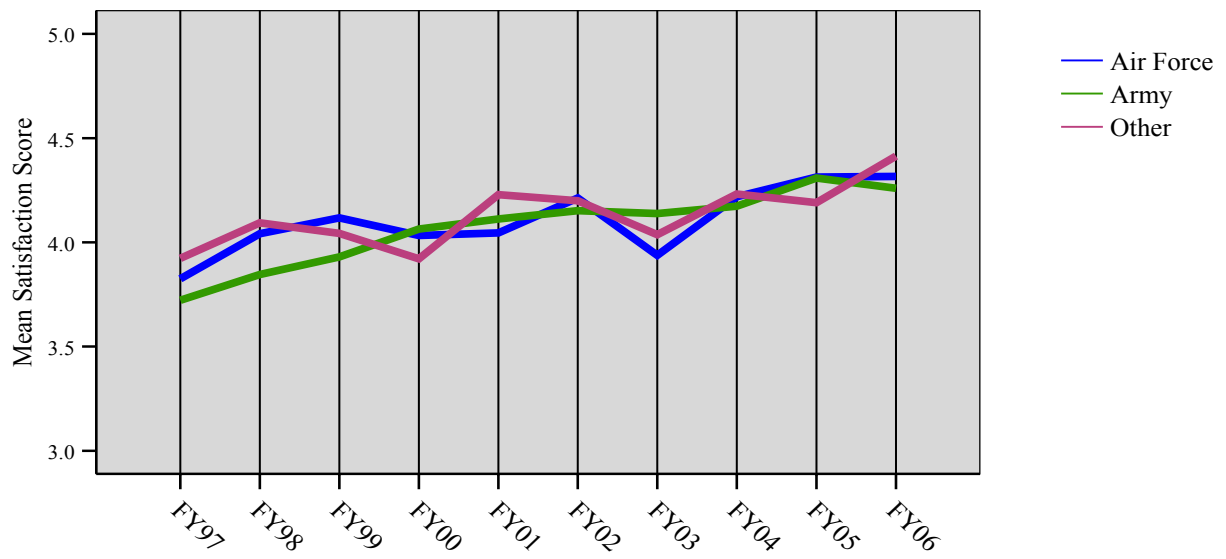
S7: Products at Reasonable Cost



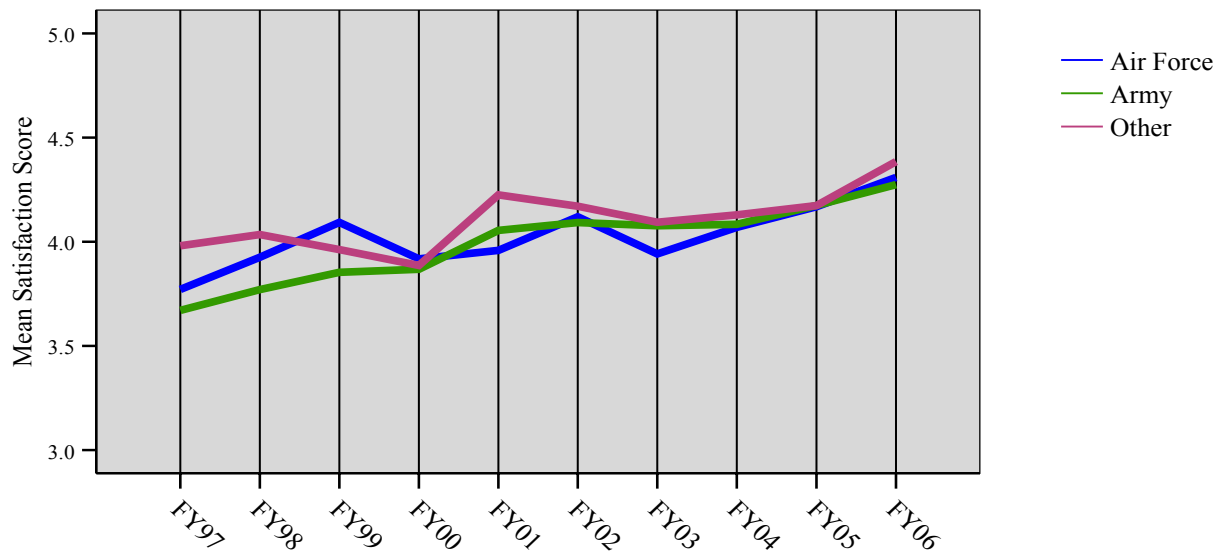
S8: Flexible to Your Needs



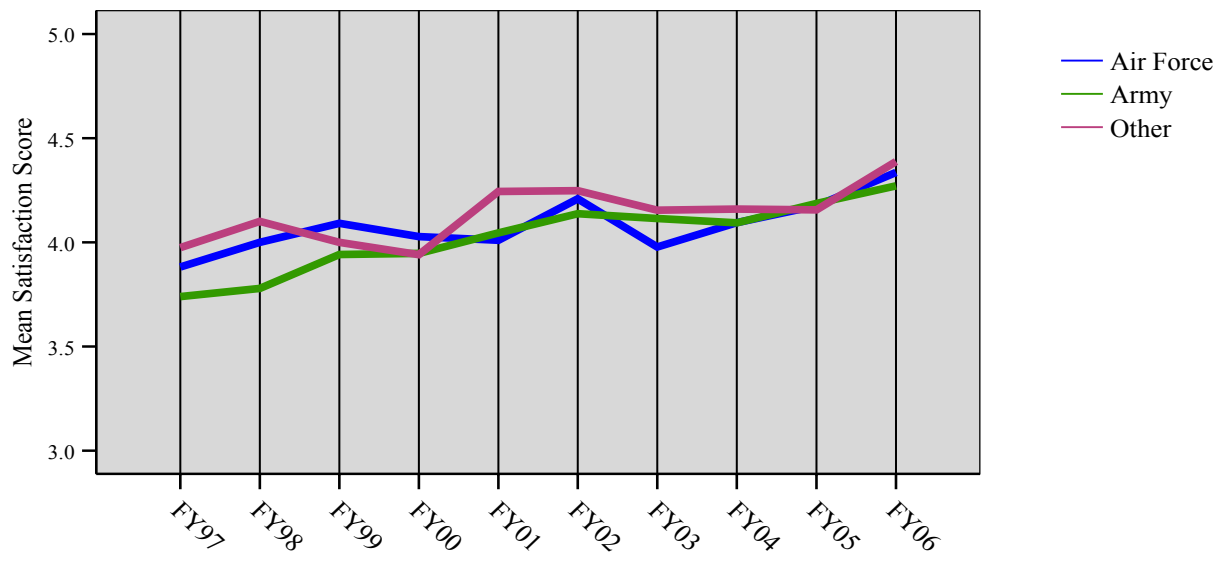
S9: Keeps You Informed



S10: Your Choice in the Future

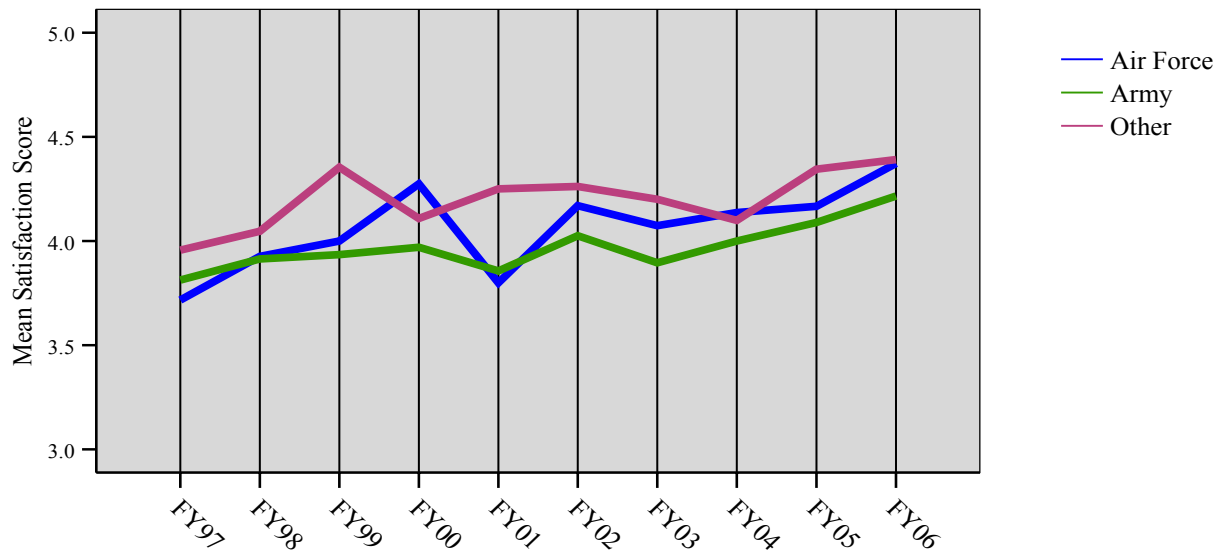


S11: Your Overall Satisfaction

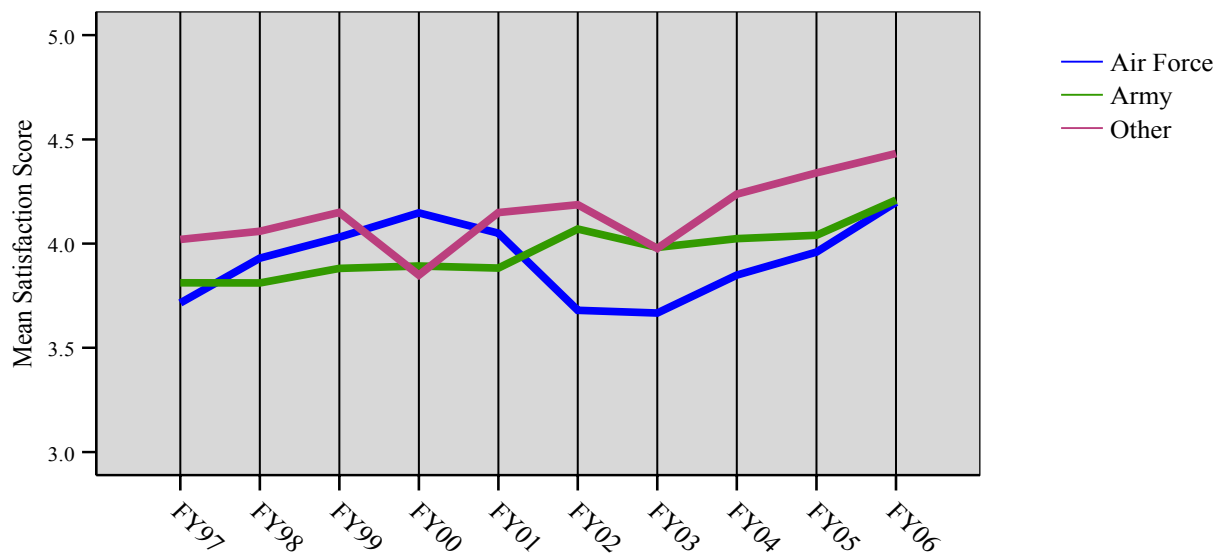


Specific Services

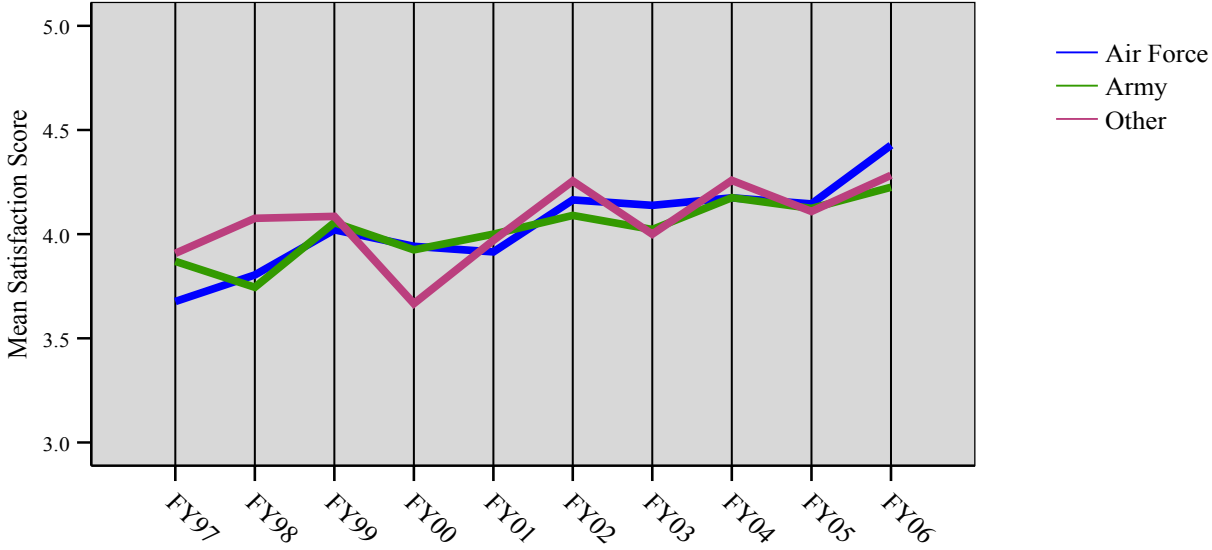
S12: Planning (Charrettes, Master, Mobilization...)



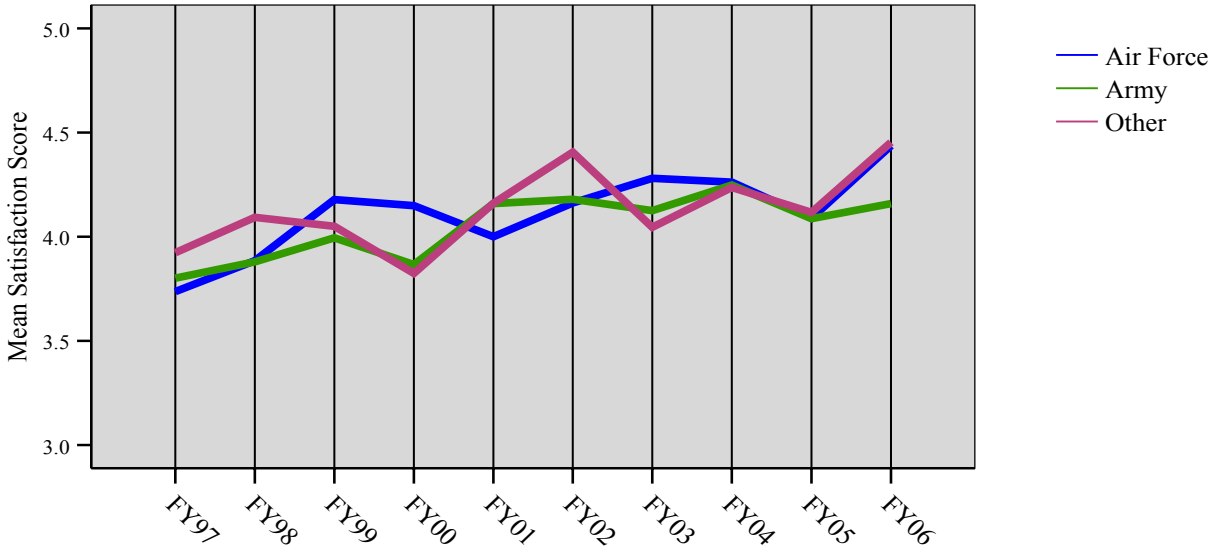
S13: Investigations/Inspections (Non-Envir)



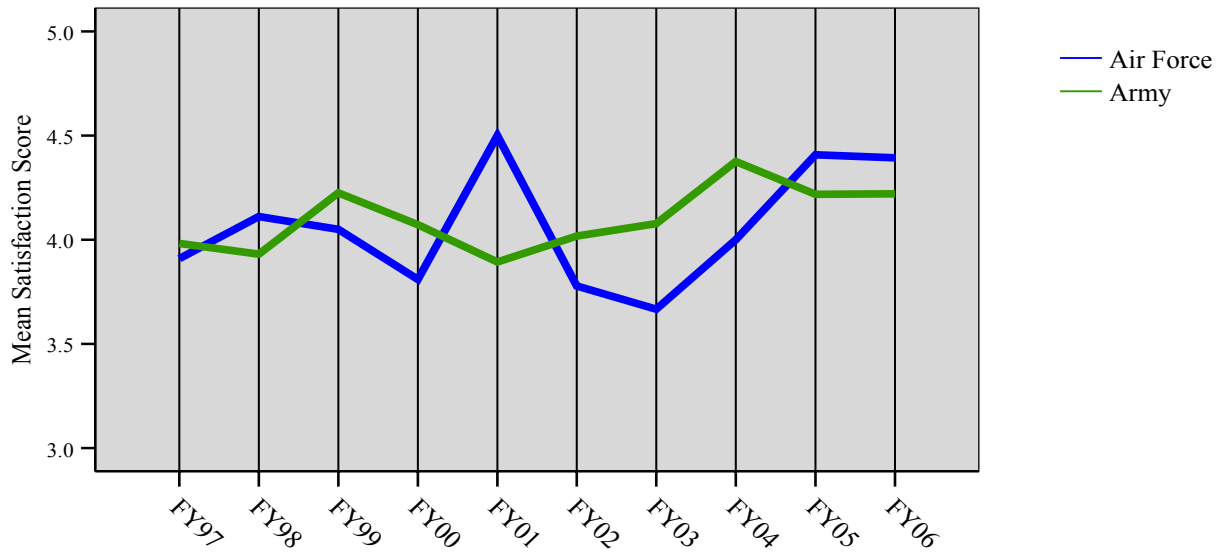
S14: Environmental Studies



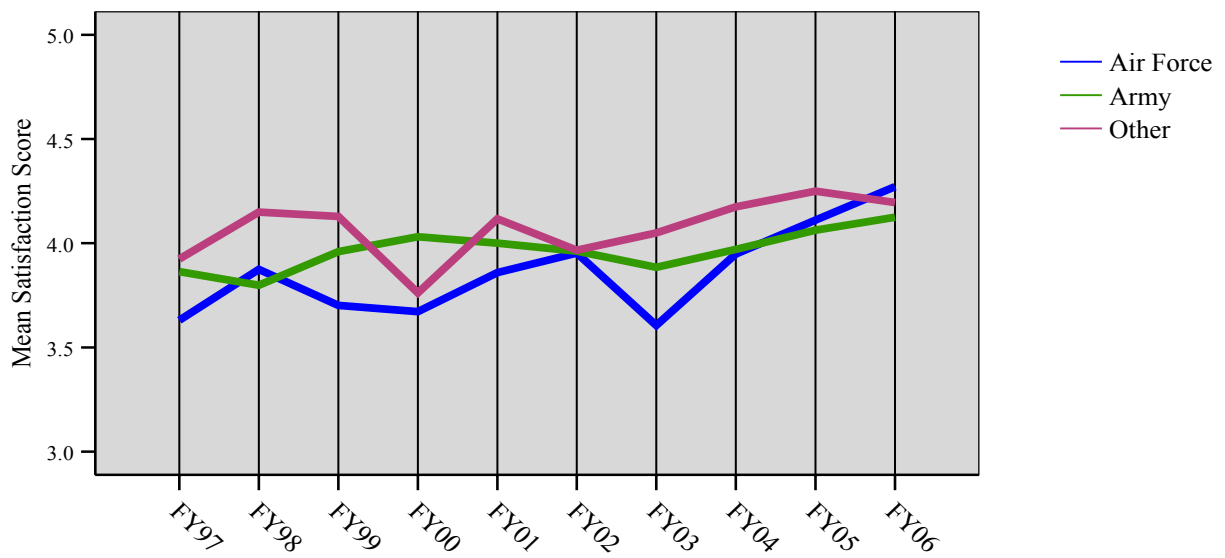
S15: Environmental Compliance



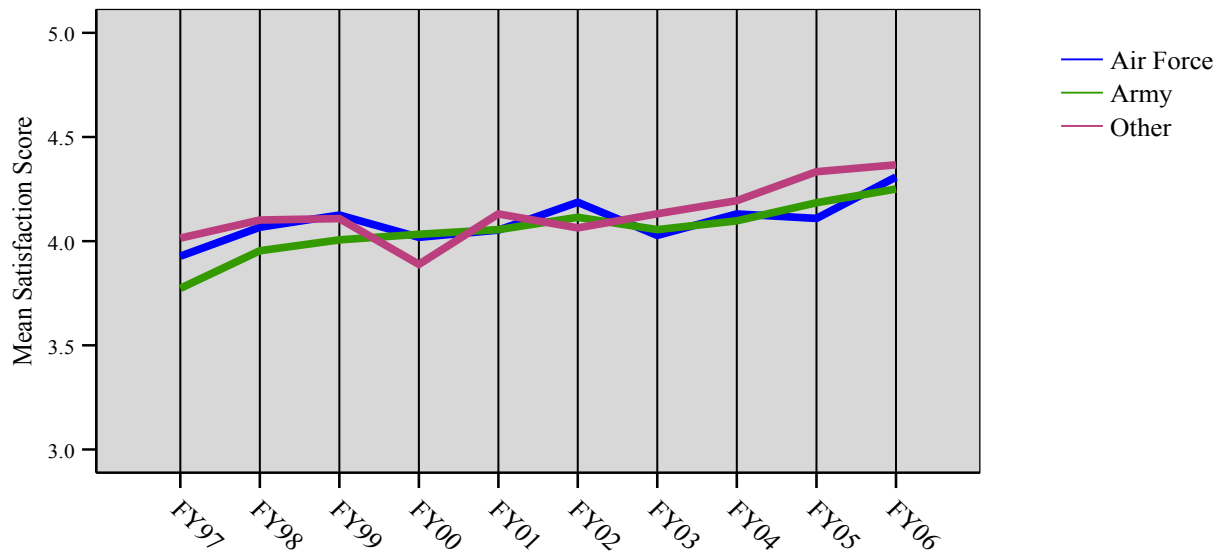
S16: BRAC



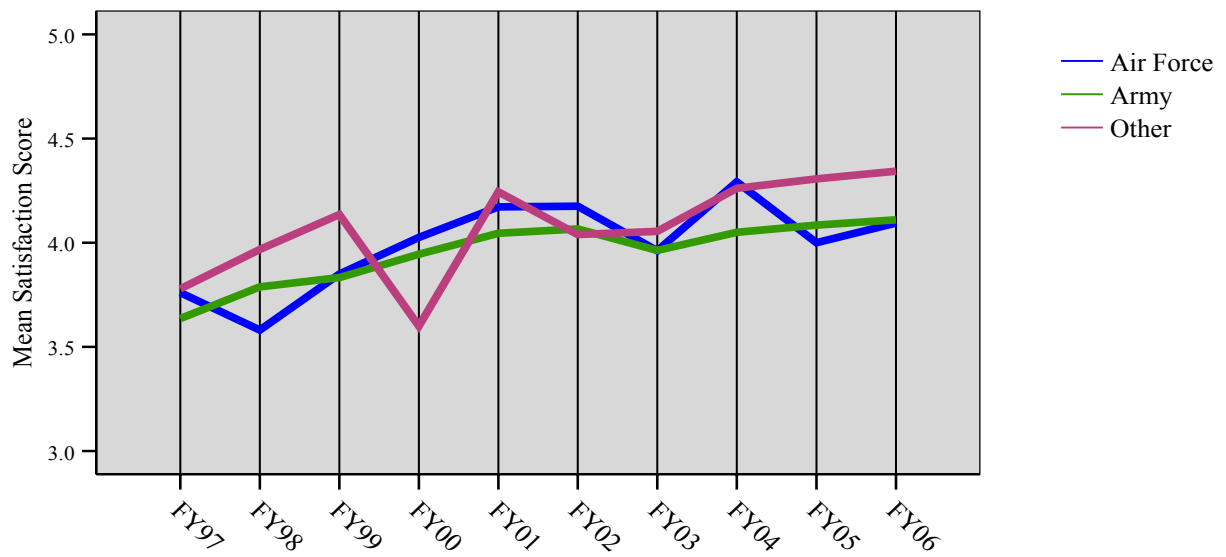
S17: Real Estate Services



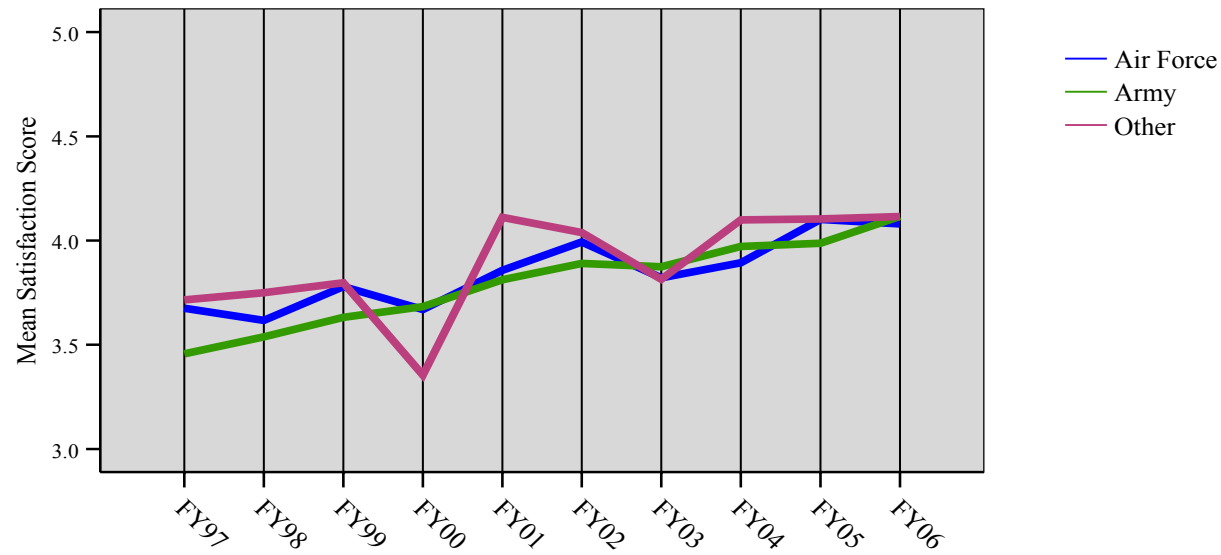
S18: Project Management



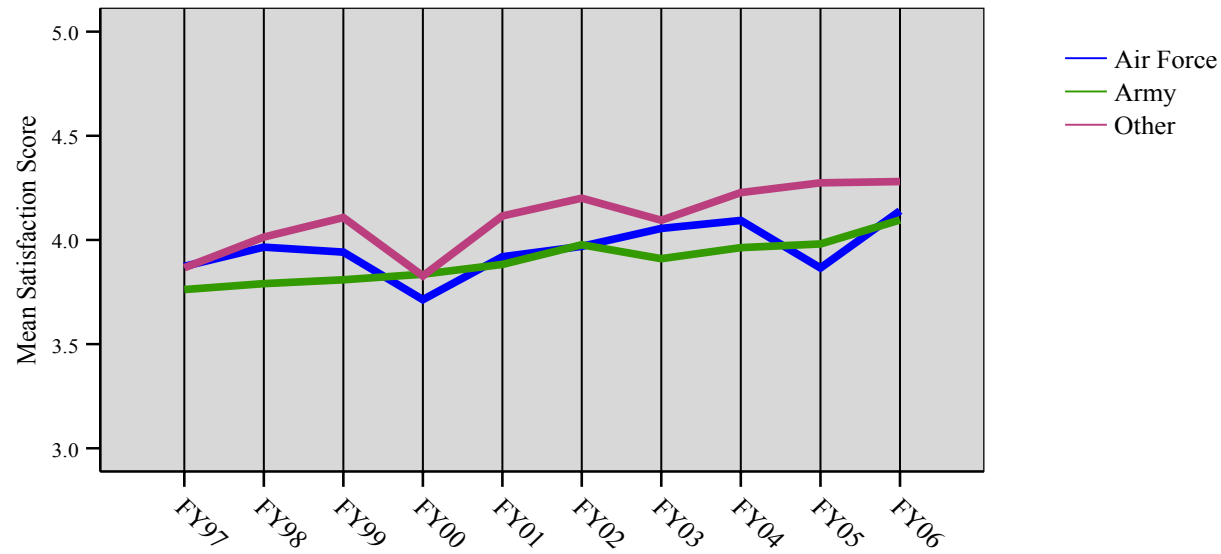
S19: Project Documentation (1354s, 1391s...)



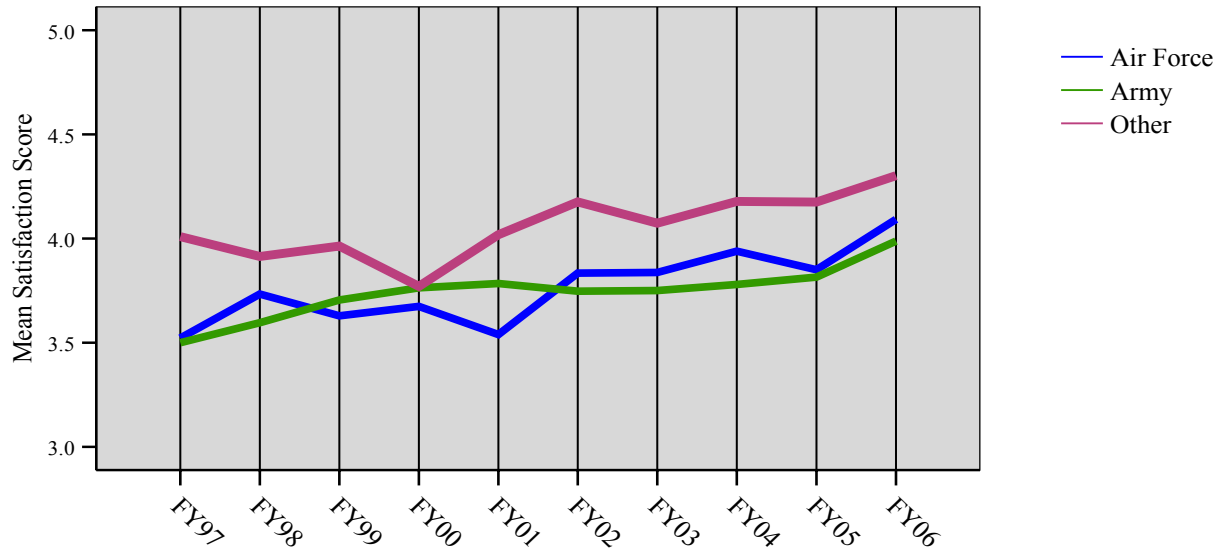
S20: Funds Management



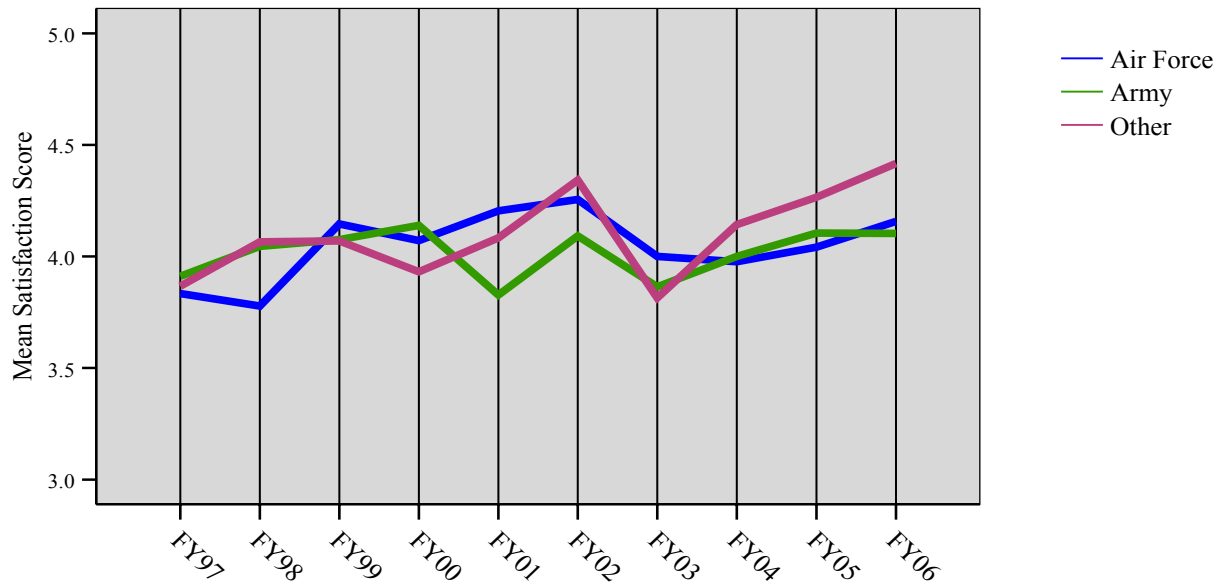
S21: A/E Contract Services



S22: Engineering Design Quality

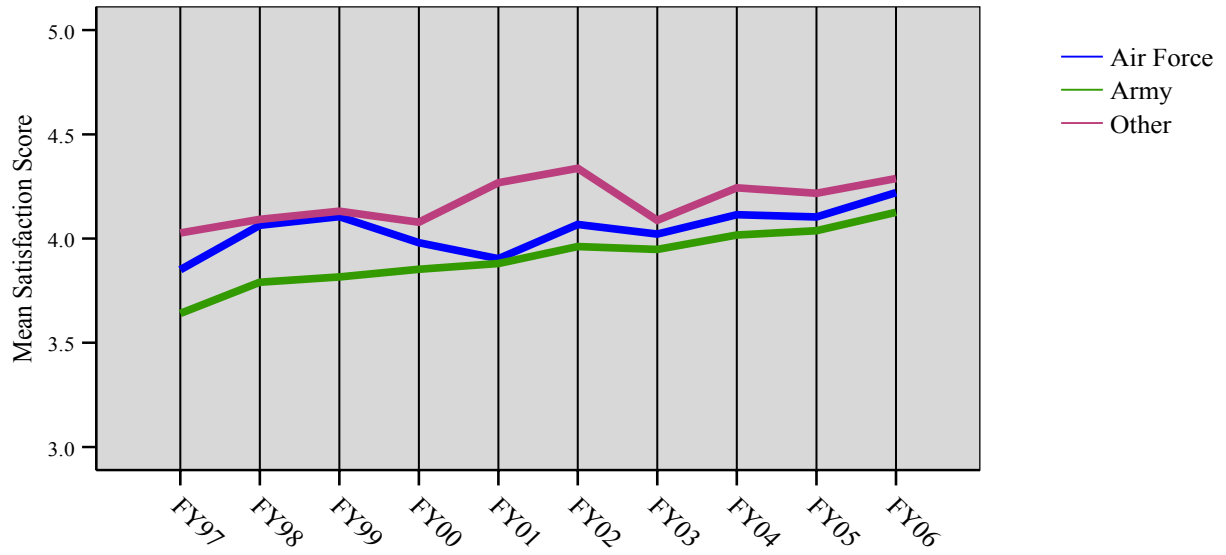


S23: JOC/IDIQ Contracts

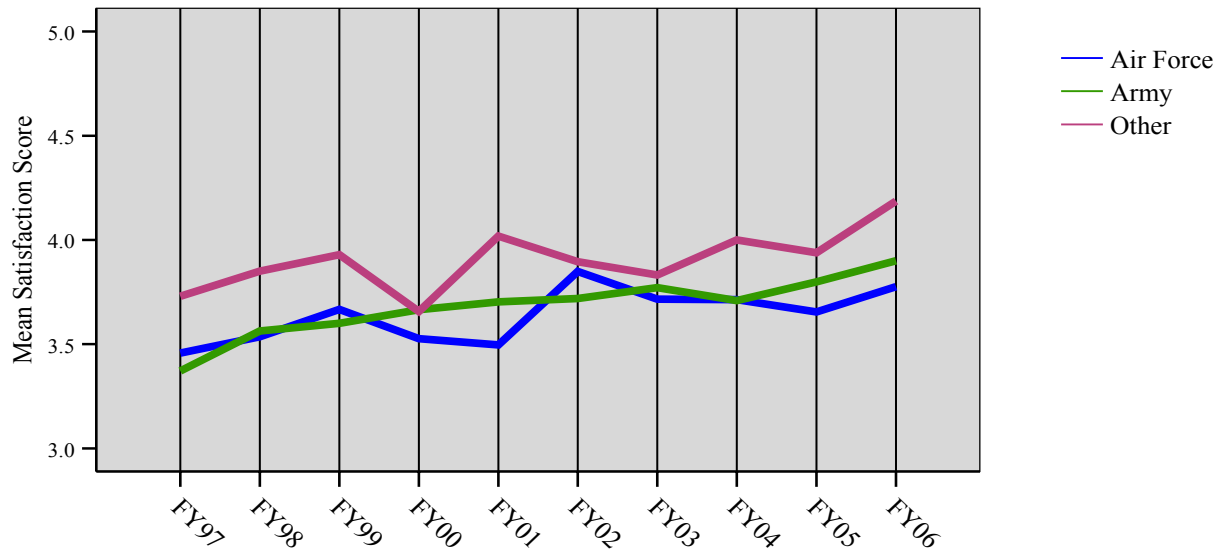


JOC rated FY97-04; IDIQs rated FY05-06.

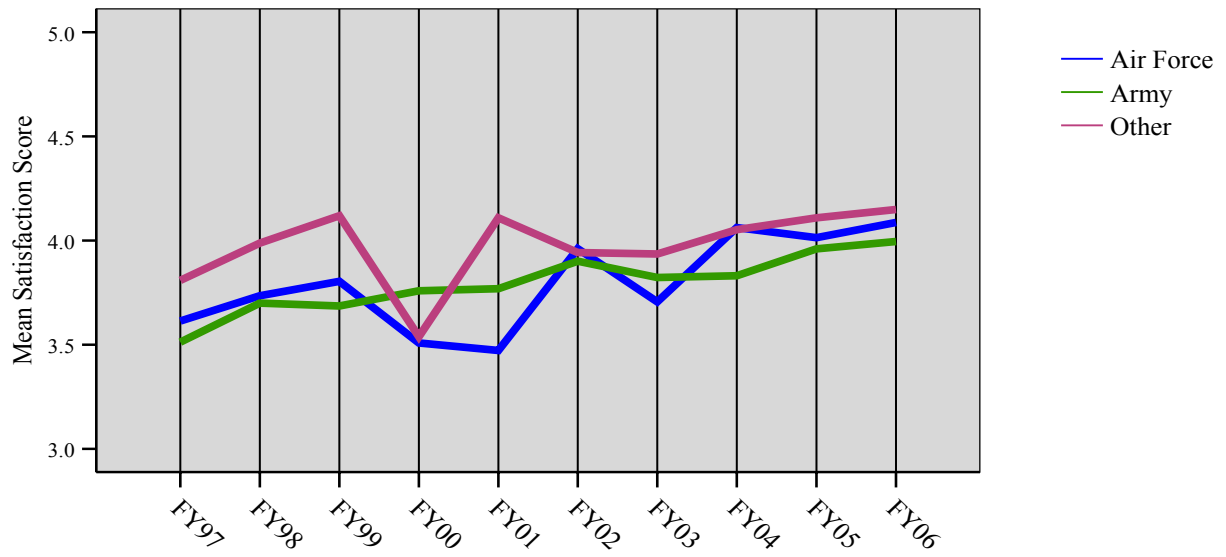
S24: Construction Quality



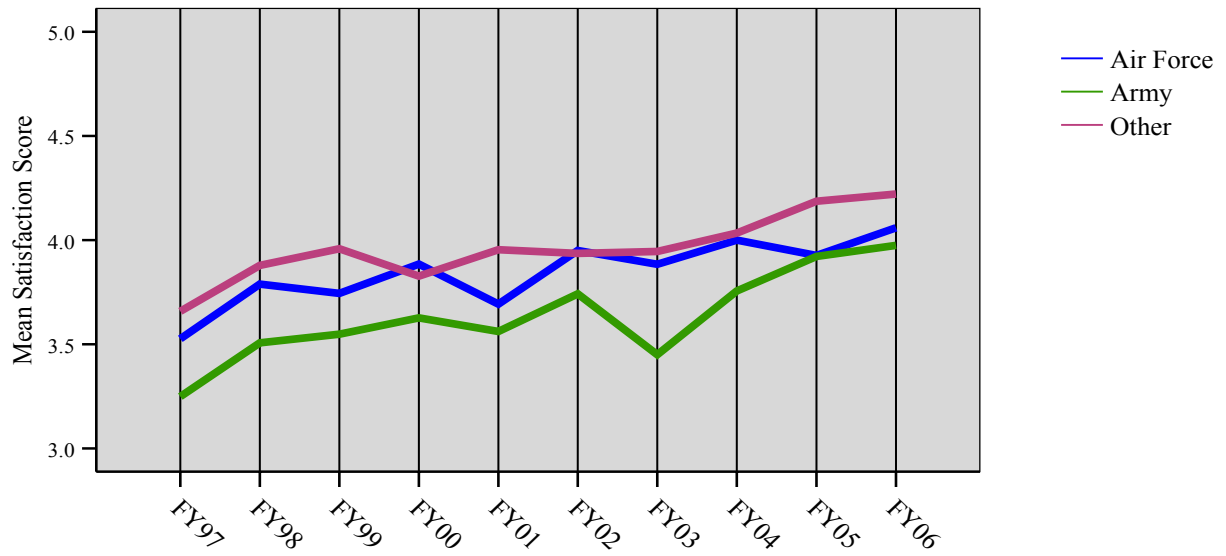
S25: Timely Construction



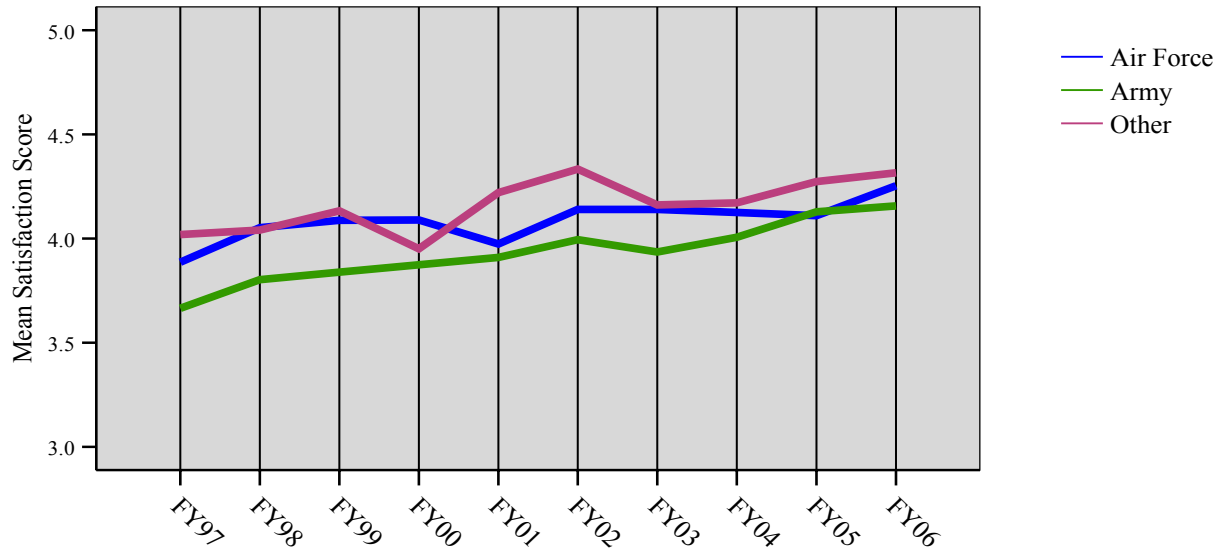
S26: Construction Turnover



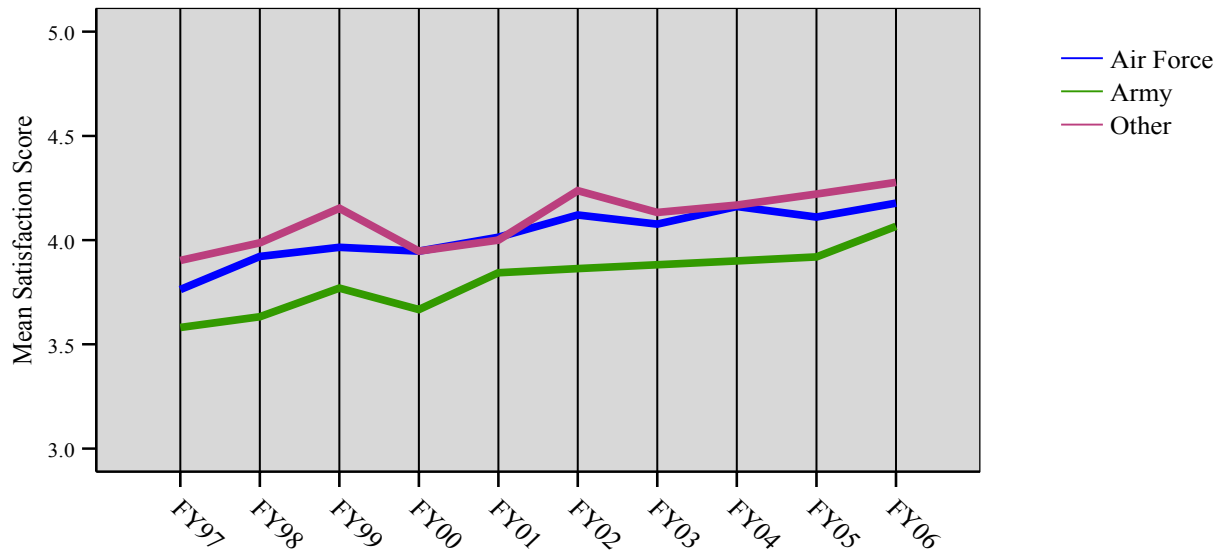
S27: Contract Warranty Support



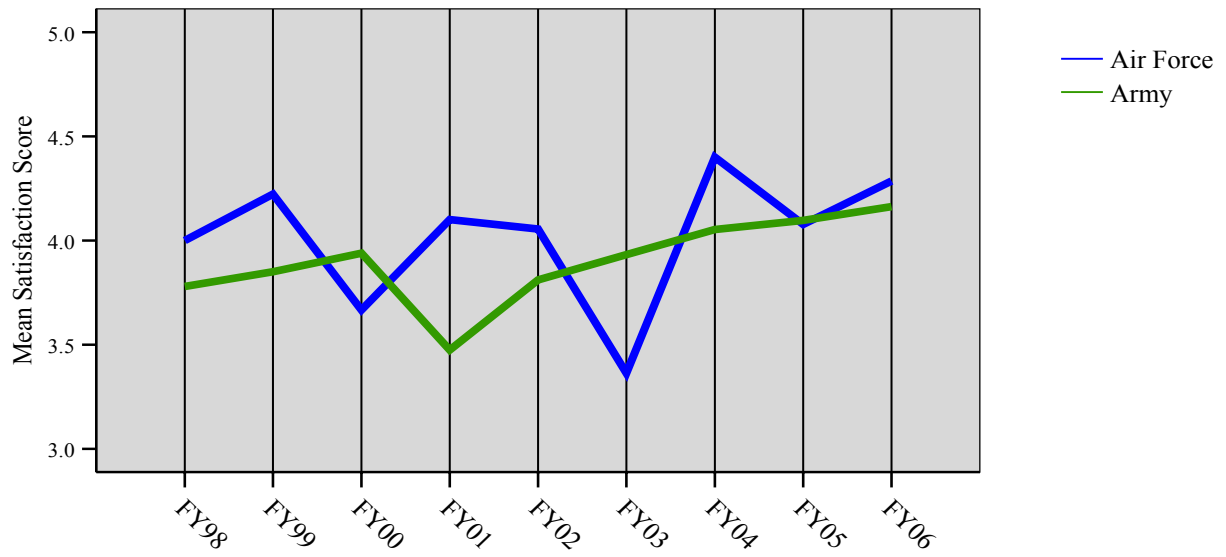
S28: End-User Satisfaction



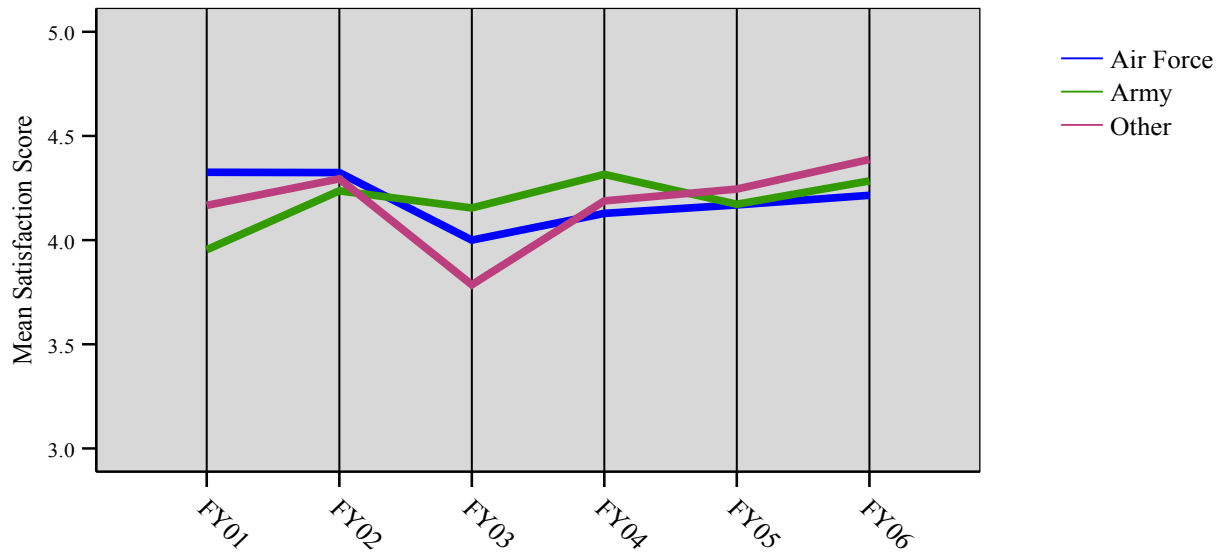
S29: Construction Maintainability



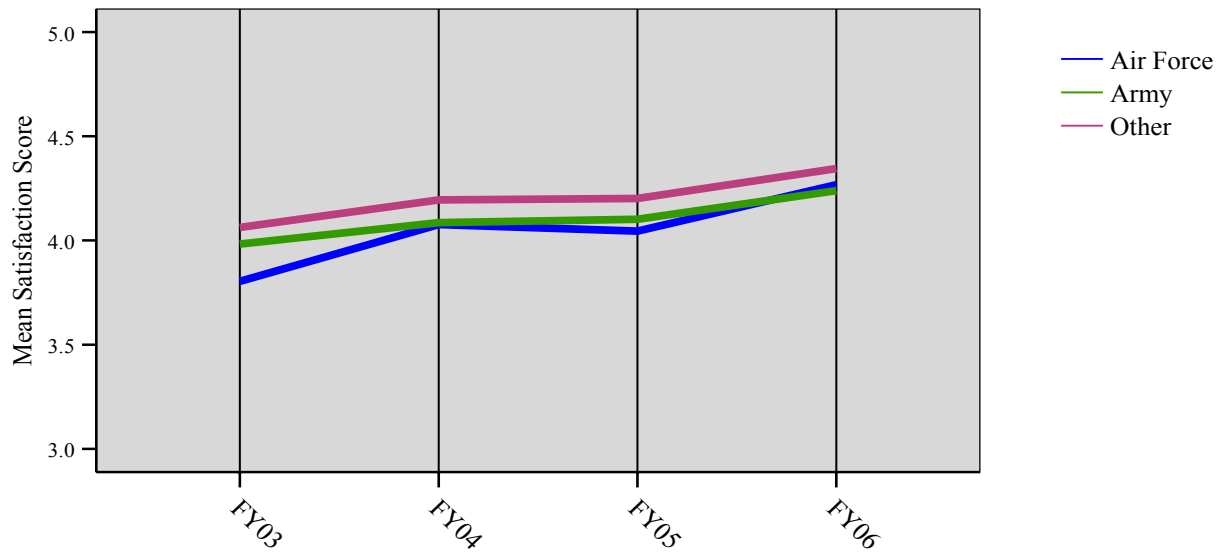
S30: Privatization Support



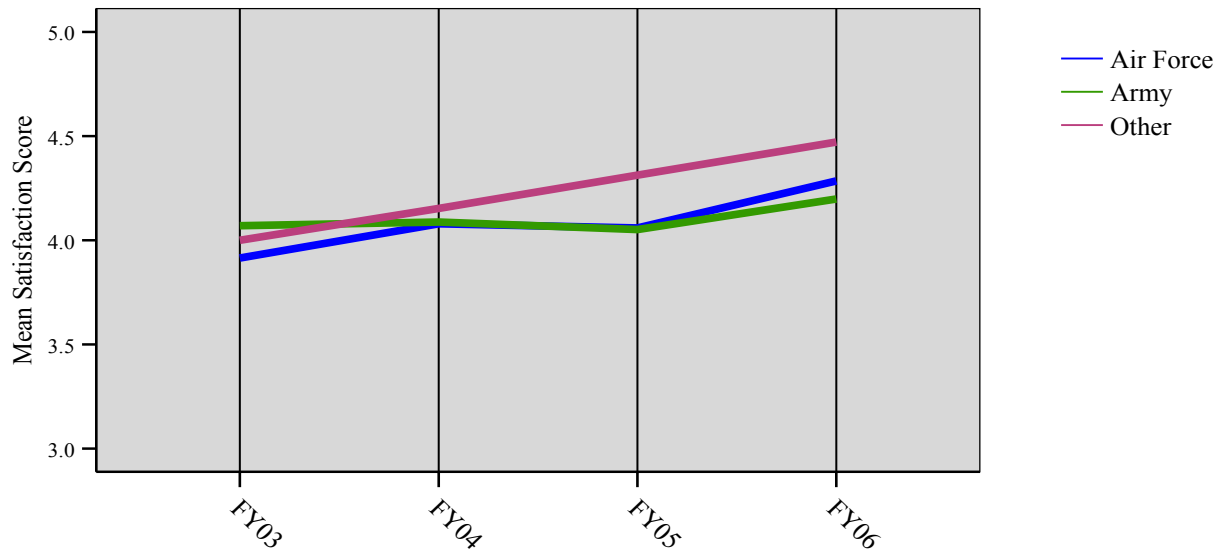
S32: On-Site Project Mgmt



S33: Value of S & R



S34: Value of S & A



§4. CONCLUSION

A total of 777 customers participated in the FY06 survey. The corps-wide response rate was 56.9 percent for an estimated sampling error of +/- 2.3 percent. Response rates varied greatly among districts, ranging from a low of 0 percent for Jacksonville District to as high as 100 percent for Philadelphia District. The districts serving the largest populations of Military Program customers saw response rates in the 55-70 percent range.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS⁷ customers. The 'Other DoD' category includes US Navy, US Marine Corps, DLA, Joint/Combat Commands, DODEA, DECA, and others. IIS customers include organizations such as EPA, DHS, FBI, DOE, BOP, etc.

Army customers comprise the largest proportion of the FY06 sample at 47 percent followed by Air Force (28%), 'Other DoD' (15%) and IIS (10%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC, PACAF and 'AF-Other'. The greatest number of Air Force customers fall under ACC (58 customers) and AETC (38 customers). The commands specified by the 46 customers who selected 'AF-Other' included AFRC, AFSPC, AFSOC and others. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast (52 customers), followed by IMA Northeast (40) and IMA-Europe (30). The vast majority of FY06 Army customers fell into the 'Army-Other' category. The commands specified by the 126 customers who selected 'Army-Other' consisted of USACE, MEDCOM, HQDA, AEC, ARCENT and many others. There were a total of 12 Marine Corps customers and 24 Navy customers. Joint/Combat Command customers included those from CENTCOM, SOUTHCOM, EUCOM, and JTF Bravo. Customers who selected 'Other DoD' specified organizations such as DLA, DODEA, DeCA, DISA, NDU and others.

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (54%) of USACE customers rated Construction services; 16 percent rated Environmental services, eight percent rated Real Estate, six percent O&M and 16 percent rated 'Other' areas of service. Customers that checked the 'Other' area of services typically specified a combination of services such as 'Design and construction'. Others specified 'Project management', 'Design', 'Planning' or a specialized service such as timber sales or cultural resource services.

The survey included all Military Districts and TransAtlantic Center. In addition a very small number of customers from Civil Works Districts were included in the FY06 survey. Afghanistan Division and the three Gulf Region Division districts were included this year for the first time. These districts work within nine Corps Divisions. The greatest proportion of responses was received from customers served by South Atlantic and North Atlantic Divisions (25% and 22% respectively). Mobile, Savannah, TransAtlantic Center and Omaha Districts had the greatest number of valid responses.

⁷ Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' A score of '3' may be interpreted as mid-range, average or noncommittal. All general satisfaction items received a mean score of 3.9 or higher. The majority of responses (71 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 90 percent of respondents and 'Seeks Your Requirements' at 89 percent high ratings. The items that elicited the greatest proportion of low ratings were 'Reasonable Costs' at 8 percent and 'Timely Services' at 6 percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 85 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, only 4 percent responded USACE would NOT be their choice for future projects and 12 percent were non-committal. This represents a significant improvement over last year's rating on this item. For customers' overall level of satisfaction 87 percent responded positively, 3 percent negatively and 10 percent fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. The proportion of low rating customers is notably half that of last FY and that of satisfied customers is commensurately higher than in the previous FY.

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. All specific services items received a mean score of 3.9 or higher. The proportion of high ratings for the specific services items ranged from 71 to 86 percent. The most highly rated items were 'Project Management' and 'Planning Services (Charettes, Master...)' at 86% each and 'Value of S&A' at 85 percent. The specific services that received the largest proportion of low ratings were 'Timely Construction' at nine percent low ratings, 'Project Documents (1391s, 1354s)' (6%) and 'Funds Management' (5%). 'Timely Construction' has consistently been the lowest rated service over time. Ratings for 'Real Estate' and 'Engineering Design' have improved significantly over recent years.

The survey allows customers to provide comments on each service area as well as provide general comments concerning Corps services. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they typically feel fairly strongly about the issue they are addressing. And secondly, each comment may represent up to eight additional customers who feel the same way but simply don't take the time to provide a comment.

An extremely large proportion of respondents (74%) submitted comments. Of these, 290 (51%) made overall favorable comments; 156 (27%) made negative comments and 92 (16%) customers' comments contained mixed information (positive and negative

statements). A small number of customer comments (34 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The two most frequent positive comments concerned 'Overall Satisfaction' (84 customers) and 'Compliments to individuals/staff' (196 customers). As in previous years, there were a large number of positive comments about 'On-site Project Management'. The numerous compliments to Corps staff is particularly important given that customer loyalty engendered from strong relationships is at the heart of customer satisfaction. The two most frequent negative comments concerned 'Timely Service' (71 customers) and 'Reasonable Cost' (66 customers). The negative comments on cost were less than the number received last FY (86 in FY05). The other areas of services that received a large number of negative comments were 'Keeps You Informed' (54 customers), 'Timely Construction' (53), and 'Funds Management' (52).

In the General Comments portion of the survey the most frequent negative comments addressed 'Lack of Customer Focus', 'Project Closeout issues' and 'COE accountability'. Last year, a large number of customers (28) registered complaints about the lack of staff continuity on their projects. This complaint was registered by very few customers (4) this year. Whether this was the direct result of management intervention or merely circumstantial is unknown. However, the number of complaints regarding project closeout problems has risen specifically regarding completions of 1354s and resolution of punch-list items. The new issue revealed by customer comments this year was in reference to financial reporting. A number of customers expressed desire for more transparency and accountability regard ongoing expenditures throughout the project life.

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal any hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army vs. 'Other') and primary work category (Construction vs. Environmental vs. 'Other').

The first analysis compares customer satisfaction ratings for Air Force, Army, and 'Other' where 'Other' includes Other DoD and IIS customers. Ratings for all satisfaction indicators were examined. Ratings among the customer groups were very comparable for most satisfaction indicators. However, statistically significant differences in ratings were found for 'Treats You as a Team Member', 'Reasonable Cost', 'Displays Flexibility', 'Environmental Compliance', 'Engineering Design', 'IDIQ Contract Services', 'Timely Construction' and 'Value of S&A'. In almost every case ratings provided by the Army customer group were statistically significantly lower than one or more of the other two groups. These results typify the findings from previous years however represent a slight departure from last year where subgroup ratings were more homogeneous. And although there were more significant differences this year than last, they are definitely not as extreme as in years past.

Comparisons of ratings of Construction vs. Environmental vs. 'Other'⁸ customers were performed to detect any differences among the work categories for selected satisfaction indicators and to determine whether any of these differences are statistically significant. This analysis includes only the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all work categories: 'Project Management' and 'Funds Management', 'A/E Contracts', 'IDIQ Contracts', 'Value of S&R' and 'Value of S&A'. A very clear pattern emerges in these comparisons. Environmental customers were consistently the most satisfied and Construction the least satisfied. Additionally these differences were large enough to be statistically significant at $\alpha = .05$ for almost every satisfaction indicator. Ratings provided by the Environmental customer group were consistently significantly higher than Construction and Other customers. In several cases 'Other' customer ratings were significantly higher than Construction. These results are completely consistent with previous years. Recall that Construction customers comprise 54 percent of the customer base, Environmental 16 percent and 'Other' 30 percent.

Results of the FY06 survey show that in general, there has been a gradual upward trend over the previous ten years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1997. Ratings for all groups show a decline for FY03 but seemed to have recovered in FY04 and increasing or stable through FY06. No evidence of decreasing trends in customer satisfaction is visible in any area.

Army customers' ratings display very stable trends, moving upward in a very consistent pattern over the first six years then showing a very slight decline in FY03. The increasing trend continues after FY03. The only service area that displayed a small decrease in customer satisfaction was 'IS Checkbook Services'⁹. Several customers also commented that they would like to use this program if given the opportunity. In summary, although Army customers began as the least satisfied customer group, they are slowly but steadily becoming more satisfied with Corps services. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers.

An unusual pattern has existed among many satisfaction indicators for Air Force customers until this year. The overall trends in customer ratings have been difficult to definitively characterize because no survey item displayed a consistent pattern (increasing/decreasing/stable) over time. Instead customer ratings for most items had displayed a three-year cyclic pattern where ratings rose over the course of three years then drop significantly and begin to rise again. This pattern had occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods. Although in the aggregate Air Force customers were as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied. Without intervention it was expected that ratings would again fall in FY06. This did not occur as the increase in ratings that began in FY03 continued through FY06 for almost all services. The only service areas that are relatively unchanged from last FY are 'Timely Construction', and 'Construction Turnover', 'Maintainability of Construction' and 'On-Site Project Management'. Furthermore, there were

⁸ Customers that checked the 'Other' area of services wrote services such as 'Project management', 'Design', 'Planning' or a combination of the listed service areas.

⁹ IS Checkbook Services is limited to Army Customers only. To view trends in this service area you may access individual customer group trends at <ftp://ftp.sam.usace.army.mil/pub/Peterson/>

significant increases in ratings over FY03-06 in 'Timeliness', 'Choice for Future Work', 'Investigations/Inspections (Non-Envir)' and 'Real Estate Services'.

Overall the trends among 'Other' customers increased or stabilized at a high level in FY06. The pattern of ratings for the 'Other' customers is comparable to Army customers except that ratings for 'Other' customers began at a much higher level than Army. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable from year to year. The decline in FY03 ratings for 'Other' customers is very slight compared to Air Force and Army. (The exception is in the area of 'Funds Mgmt' where the decline was more noticeable.) Several service areas show fairly significant improvement over the FY03-06 period. These are 'Flexibility', 'Keeps You Informed', 'Investigations/Inspections (Non-Envir)', 'Environmental Compliance', 'JOCs/IDIQs', 'On-Site Project Mgmt' and 'Value of S&A'. In summary mean ratings for 'Other' customers began and remain consistently the highest of the three major customer groups.

Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies only to Air Force and 'Other' customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown little improvement until FY05. 'Warranty Support' ratings improved for Army and 'Other' customers. This service is still rated lowest by Army customers at a mean of 3.97 but this represents an improvement over periods previous to FY05. Air Force ratings of 'Warranty Support' are relatively unchanged from last FY.

Currently Military Program's customers are well satisfied with Corps' services. Costs and timeliness are consistently the two greatest sources of Corps Military Programs customer dissatisfaction. Measures of relationship dynamics tend to consistently receive the highest ratings. Overall customer satisfaction has increased over time. The proportion of dissatisfied customers continues to shrink over previous years. This is likely due largely to the very strong relationships that exist between Corps staff and their customers as is demonstrated by the number of compliments paid to Corps staff (particularly on-site staff). It is widely believed that customer loyalty can outweigh other areas of dissatisfaction. From a historical perspective, there appears to be a direct link between the degree of custom focus within an organization and customer satisfaction.

APPENDIX A

Survey Instrument¹⁰

¹⁰ The survey website may be accessed by cutting & pasting the following link into your web browser: <https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .



US Army Corps
of Engineers®

USACE Home

HQUSACE Home

Military Programs

We at the U.S. Army Corps of Engineers are committed to improving our services to you and would like to know how well we are doing. Please rate your level of satisfaction with our performance for fiscal year 2006. Your straight forward answers will help us identify areas needing improvement. Thank you for your time and comments.

Section I - Customer Information

Name: Last: First:

Installation / Organization:

Your Email Address:

Office Telephone Number:

Agency/Command:
(Skip if you are not DoD) Please Select One

Primary Category of Service Received: Please Select One If Other, Specify:

USACE Organization Being Evaluated

Please select the USACE Organization that you will be rating. If you are rating more than one Organization, you will need to submit a separate survey for each one.

Organization: (District/TAC) Please Select One

Section II - Customer Survey

Please rate your level of satisfaction for each area.

Rating Scale	1 = lowest 5 = highest	Satisfaction						We would greatly appreciate a brief explanation of ratings below '3'.
		NA	1	2	3	4	5	
1.	Seeks your requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
2.	Manages your projects/programs effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
3.	Treats you as an important member of the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
4.	Resolves your concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
5.	Provides timely services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
6.	Delivers quality products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

7.	Delivers products/services at a reasonable cost.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
8.	Is flexible in responding to your needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
9.	Keeps you informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
10.	Would be your choice for future products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
11.	Your overall level of satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
12.	Planning (Charettes, Master Planning, Mobilization Plans, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
14.	Environmental Studies and Surveys	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
15.	Environmental Compliance and Restoration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
16.	Base Realignment and Closure Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
17.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
18.	Project Management Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
19.	Project Documentation (DD 1391, 1354, etc.) (Quality and completeness of documents)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
20.	Funds Management and Cost Accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
21.	Architect-Engineer Contracts (Quality of AE services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
22.	Engineering Design Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
23.	IDIQ Contracts (MATOCS, JOCs, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
24.	Construction Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

25.	Timely Completion of Construction (Meet Beneficial Occupancy Dates, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
26.	Construction Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
27.	Contract Warranty Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
28.	End-User Satisfaction with Facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
29.	Maintainability of Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
30.	Privatization Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
31.	Installation Support (IS) direct checkbook services (Army customers only)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
32.	On-site project management (PM Forward, Area Engineer, Resident Engineer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
33.	Value of Corps' management services during design, planning or environmental investigations (S&R).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
34.	Value of Corps' management services during construction or environmental remediation (S&A).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Overall Comments/Suggestions

APPENDIX B

Customer Demographics

Table B-1: Air Force ‘Other’ Commands -Details

<u>Air Force Other Commands</u>	<u>#</u>	<u>%</u>
AFCEE	2	4.3
AFRC	12	26.1
AFSOC	6	13.0
AFSPC	13	28.3
ANG	3	6.5
CENTAF	3	6.5
HQAF	3	6.5
USAFA	1	2.2
USAFE	3	6.5
Total	46	100.0

Table B-2: Army ‘Other’ Commands -Details

<u>Army Other Commands</u>	<u>#</u>	<u>%</u>
AEC	8	6.3
AMC	6	4.8
AMRDEC	1	0.8
ANC	1	0.8
ARCENT	8	6.3
Army Museum	1	0.8
ATEC	2	1.6
BRAC	11	8.7
C4ISR	1	0.8
CECOM	2	1.6
CENTCOM	1	0.8
CFSC	5	4.0
CRTC	1	0.8
DCATS	1	0.8
DLA	1	0.8
EUCOM	2	1.6
FORSCOM	1	0.8
Ft Belvoir	1	0.8
HQDA	10	7.9
MEDCOM	11	8.7
MEPCOM	2	1.6
NGIC	1	0.8
NORTHCOM	1	0.8
PACOM	1	0.8
SDDC	2	1.6

<u>Army Other Commands</u>	<u>#</u>	<u>%</u>
SMDC	1	0.8
SOCOM	8	6.3
SOTF	1	0.8
SOUTHCOM	1	0.8
SWA	1	0.8
TACOM	1	0.8
USACE	16	12.7
USACIL	1	0.8
USAMITC	1	0.8
USAREC	5	4.0
USAREUR	4	3.2
USARSO	1	0.8
USFK	2	1.6
USMA	1	0.8
Total	126	100.0

Table B-3: Joint/Combat Commands –Details

<u>DoD Joint/Combat Commands</u>	<u>#</u>	<u>%</u>
CENTCOM	28	62.2
EUCOM	4	8.9
JTF Bravo	1	2.2
SOUTHCOM	12	26.7
Total	45	100.0

Table B-4: ‘Other DoD’ Commands -Details

<u>Other DoD Commands</u>	<u>#</u>	<u>%</u>
ARCENT	1	1.9
CFSC	1	1.9
Coast Guard	2	3.7
DCMA	1	1.9
DeCA	6	11.1
DFAS	1	1.9
DISA	1	1.9
DLA	19	35.2
DODEA	11	20.4
MDA	2	3.7
NDU	2	3.7
NGA	2	3.7
NSA	2	3.7
VA	2	3.7
WHS	1	1.9
Total	54	100.0

Table B-5: Work Category ‘Other’

<u>Work Category – ‘Other’</u>	<u>#</u>	<u>%</u>
1391 Charettes	1	0.8
A&E Services	3	2.4
Abandoned mine closures	1	0.8
All services	14	11.1
BRAC Construction	1	0.8
Brownfields	1	0.8
CERCLA EE/CA	1	0.8
Civil Works Projects	3	2.4
Construction & Real Estate	3	2.4
Construction & SRM	1	0.8
Construction, OMA and RE	1	0.8
Consultation on material solution	1	0.8
Contracting & Planning services	1	0.8
Contracting Support	11	8.7
DA/CA	1	0.8
DESIGN & CONSTR	4	3.2
Design Services	7	5.6
Design/1391 Validation/ Reachback	1	0.8
Design/Program & Project Mgmt	1	0.8
DPW	1	0.8
Dredging	2	1.6
Due Diligence Consulting	1	0.8
Emergency Plan/Study	1	0.8
Engineering	2	1.6
Engineering Design and Contracting	1	0.8
Engineering Project Management	2	1.6
Enterprise Geospatial Solution	1	0.8
Environmental	1	0.8
FACILITY REPAIRS	1	0.8
GIS SUPPORT	1	0.8
Housing	1	0.8
IM/LOG/UDC other support	1	0.8
Information Technology	1	0.8
Installation Planning & Support	1	0.8
Interior Design & Project Review	1	0.8
ITAM Program support	1	0.8
JOC	1	0.8
LEED-Homes Pilot Study	1	0.8
Legal Support	1	0.8
Local Agency Liaison	1	0.8

<u>Work Category – ‘Other’</u>	<u>#</u>	<u>%</u>
Mail Terminal	1	0.8
Master Planning Support	1	0.8
Master Planning, MILCON Programming	1	0.8
Master Planning; Real Estate and Construction	1	0.8
MCA and Real Estate Programs	1	0.8
MCA Charrettes	1	0.8
MILCON Design & Criteria Updates	1	0.8
MILCON, A&E Design	1	0.8
Multiple Services	2	1.6
Occupancy agreement negotiation	1	0.8
Planning & A&E services	1	0.8
Planning & design	1	0.8
Planning Support	1	0.8
Pre-feasibility studies for water/san	1	0.8
Pre Project Award Coordination	1	0.8
Program Management / Contracting	1	0.8
Project Management	3	2.4
Project Management, Contracting, RM and Technical	1	0.8
Project Mgmt, Planning	1	0.8
Public works & Logistics	1	0.8
Quality assurance	1	0.8
Range control branch	1	0.8
Range Renovations, Trail Repair	1	0.8
Reachback	6	4.8
Recruiting	1	0.8
RMS	1	0.8
RSFO, Annapolis Junction	1	0.8
Site Preparation	1	0.8
Site work	1	0.8
Special Operations	1	0.8
Technical support, Design/Construct	1	0.8
Unspecified	1	0.8
Utility assistance	1	0.8
UXO Expertise	1	0.8
Various contracts	1	0.8
Vulnerability Assessment, engineering design & Constr	1	0.8
Website development	1	0.8
Total	126	100.0

Table B-6: List of Customer Organizations

<u>Organization</u>	<u>#</u>	<u>%</u>
Unknown	1	0.1
3d Army, ARCENT	3	0.4
5th Signal Cmd	3	0.4
7th ATC	2	0.3
Aberdeen Proving Ground	4	0.5
Aberdeen Proving Ground, USAEC	1	0.1
Aberdeen Test Center	1	0.1
Adelphi Laboratory Center	1	0.1
AEC	7	0.9
AF Reserves	2	0.3
Air National Guard	3	0.4
AL ASAD AB	1	0.1
AL Dept of Environmental Mgmt	1	0.1
Al Dhafra AB	1	0.1
AL Emergency Mgmt	1	0.1
Altus AFB	1	0.1
American Embassy, Malta	1	0.1
Anniston Army Depot	4	0.5
ARCENT	4	0.5
Area II, Korea	2	0.3
Area III, Korea	1	0.1
Area IV , Korea	1	0.1
Arizona DEQ	1	0.1
Arlington National Cemetery	1	0.1
Army Aviation & Missile Cmd	1	0.1
Army Criminal Investigation Lab	1	0.1
Army Health Clinic Vicenza	1	0.1
Army National Guard, AR	1	0.1
Army National Guard, AK	1	0.1
Army National Guard, AL	1	0.1
Army National Guard, CA	6	0.8
Army National Guard, GA	1	0.1
Army National Guard, HI	1	0.1
Army National Guard, HQ	6	0.8
Army National Guard, ID	1	0.1
Army National Guard, MS	2	0.3
Army National Guard, TN	2	0.3
Army National Guard, VA	1	0.1
Army Natl Ground Intelligence Ctr	1	0.1
Army Reserves	1	0.1

<u>Organization</u>	<u>#</u>	<u>%</u>
Army Reserves, 88th RRC	1	0.1
Army Reserves, 89th RRC	3	0.4
Arnold AFB	2	0.3
ASG Kuwait	2	0.3
Aviano AB	1	0.1
AZ (Pinal County) Planning	1	0.1
Badger AAP	1	0.1
Bagram Airfield	2	0.3
Brooks AFB, AFCEE	1	0.1
Brooks AFB, HFO	1	0.1
Camp Adder, Iraq	2	0.3
Camp Arifjan, Kuwait	1	0.1
Camp Eagle	2	0.3
Camp Lejeune	1	0.1
Camp Zama	3	0.4
Cannon AFB	1	0.1
Carlisle Barracks	1	0.1
CENTAF	7	0.9
CENTCOM	17	2.2
City & County of Honolulu	1	0.1
City of East Palo Alto	1	0.1
Coast Guard	2	0.3
Columbus AFB	5	0.6
Commun & Electronics Cmd	1	0.1
Community & Family Spt Ctr	7	0.9
CRTC	1	0.1
CTF Chamberlain	1	0.1
Davis Montham AFB	1	0.1
DCMA	1	0.1
DeCA	6	0.8
Defense Communication Army Terminal Systems	1	0.1
Dept of Commerce / NOAA	4	0.5
Detroit Arsenal	4	0.5
DFAS	1	0.1
DHS	13	1.7
DISA	1	0.1
DLA	20	2.6
Dobbins ARB	2	0.3
DODEA	11	1.4
DOE	2	0.3
DOI, BLM	4	0.5

<u>Organization</u>	<u>#</u>	<u>%</u>
DOI, IOS	1	0.1
Dover AFB	3	0.4
Dugway Proving Ground	1	0.1
Eglin AFB	1	0.1
Egyptian Military	3	0.4
Eielson AFB	2	0.3
Eighth Army	1	0.1
Ellsworth AFB	1	0.1
Elmendorf AFB	8	1.0
EPA	9	1.2
EUCOM	2	0.3
FAA	1	0.1
Fairchild AFB	4	0.5
FBI	1	0.1
Federal Highway Admn	1	0.1
Forest Service	1	0.1
Ft A.P. Hill	5	0.6
Ft Belvoir	3	0.4
Ft Benning	4	0.5
Ft Bliss	3	0.4
Ft Bragg	9	1.2
Ft Bragg, SOCOM	3	0.4
Ft Campbell	6	0.8
Ft Campbell, 160th SOAR	1	0.1
Ft Carson	2	0.3
Ft Detrick	1	0.1
Ft Devens	1	0.1
Ft Dix	1	0.1
Ft Drum	4	0.5
Ft Eustis	3	0.4
Ft Gillem	1	0.1
Ft Gordon	2	0.3
Ft Hamilton	1	0.1
Ft Hood	3	0.4
Ft Jackson	4	0.5
Ft Knox	3	0.4
Ft Leavenworth	1	0.1
Ft Lee	6	0.8
Ft Lewis	5	0.6
Ft Lewis, SOCOM	4	0.5
Ft McClellan	1	0.1

<u>Organization</u>	<u>#</u>	<u>%</u>
Ft McClellan, AEC	1	0.1
Ft McCoy	1	0.1
Ft McPherson	2	0.3
Ft Meade	2	0.3
Ft Monmouth	1	0.1
Ft Monroe	2	0.3
FT Monroe	1	0.1
Ft Myer Military Community	1	0.1
Ft Pickett	1	0.1
Ft Polk	5	0.6
Ft Richardson	3	0.4
Ft Riley	1	0.1
Ft Rucker	4	0.5
Ft Sam Houston	2	0.3
Ft Sam Houston, USARSO	1	0.1
Ft Shafter	1	0.1
Ft Sill	4	0.5
Ft Stewart	6	0.8
FT Story	1	0.1
Ft Wainwright	5	0.6
Ft Wainwright, HFPO	1	0.1
Goodfellow AFB	1	0.1
GSA	1	0.1
Hanscom AFB	2	0.3
HFA	3	0.4
HI Dept of Natural Resources	2	0.3
Hickam AFB, PACAF	3	0.4
Holloman AFB	2	0.3
Holston AAP	1	0.1
Homestead ARB	1	0.1
HQAF Reserve Cmd	4	0.5
HQAF, A7CVR	1	0.1
HQAF, Real Property Agency	2	0.3
HQDA Logistics Innovation Agency	1	0.1
HQDA, ACSIM	6	0.8
HQDA, ASA	1	0.1
HQDA, BRAC	1	0.1
HQDA, DACS	1	0.1
HQDA, IMA	1	0.1
Hurlburt Field	5	0.6
IMA-Euro	5	0.6

<u>Organization</u>	<u>#</u>	<u>%</u>
IMA KORO	1	0.1
IMA SERO	1	0.1
Indiana AAP	1	0.1
Iowa AAP	2	0.3
JTF-Bravo	1	0.1
Kadena AB	2	0.3
Kirtland AFB	8	1.0
Kunsan AB	1	0.1
Kuwait Ministry of Defense	1	0.1
Kwajalein Atoll	1	0.1
Lackland AFB	3	0.4
Langley AFB	30	3.9
Laughlin AFB	1	0.1
Letterkenny Army Depot	1	0.1
Little Rock AFB	1	0.1
Lone Star AAP	1	0.1
MacDill AFB	7	0.9
Malmstrom AFB	2	0.3
Marine Corps	1	0.1
Marine Corps Mobilization Cmd	1	0.1
Marine Corps, 4th District	1	0.1
Marine Corps, Camp Butler	1	0.1
Marine Corps, Camp Fuji	1	0.1
Marine Corps, Camp Lejeune	2	0.3
Marine Corps, CEMNF	1	0.1
Marine Corps, MCAS Beaufort	3	0.4
Maxwell AFB	2	0.3
McAlester AAP	2	0.3
McChord AFB	2	0.3
McConnell AFB	1	0.1
McGuire AFB	1	0.1
MDA	2	0.3
MEDCOM	4	0.5
Milan AAP	1	0.1
Military District of Washington	1	0.1
Military Entrance Processing Cmd	2	0.3
Millennium Challenge Corporation	8	1.0
Minot AFB	1	0.1
Misawa AB	1	0.1
Mississippi AAP	1	0.1
Moody AFB	2	0.3

<u>Organization</u>	<u>#</u>	<u>%</u>
MOT Sunny Point	2	0.3
Mountain Home AFB	3	0.4
NASA Stennis Space Center	2	0.3
National Defense Univ	2	0.3
National Geospatial Agency	2	0.3
National Museum of the US Army	1	0.1
National Park Service	1	0.1
National Security Agency	2	0.3
Navy	1	0.1
Navy, CENEODDIVE	1	0.1
Navy, CFAO (Okinawa)	1	0.1
Navy, CNFK	1	0.1
Navy, Explosive Ordnance Disposal	1	0.1
Navy, FOL El Salvador	1	0.1
Navy, Medical Research Ctr, Peru	1	0.1
Navy, NAS Pensacola	1	0.1
Navy, NAVAIR	2	0.3
Navy, NAVAL HOSP OKINAWA	1	0.1
Navy, NAVCENT	1	0.1
Navy, NAVFAC	1	0.1
Navy, NAVFAC Europe/SW Asia	1	0.1
Navy, NAVFAC Midlant	1	0.1
Navy, NAVFAC SE	1	0.1
Navy, NRD Seattle	1	0.1
Navy, NSA Bahrain	2	0.3
Navy, NSA Eglin	1	0.1
Navy, NSWC Carderock	1	0.1
Navy, NWS SEAL BEACH	1	0.1
Navy, PWC YOKOSUKA	1	0.1
Navy, Surface Warfare Center	1	0.1
New Jersey DEP	1	0.1
New York City DEP	1	0.1
New York City DOT	1	0.1
New York City OEM	1	0.1
Niagara Falls ARB	1	0.1
NIKE C-70	1	0.1
ODC Paraguay	1	0.1
Offutt AFB	1	0.1
Osan AB	1	0.1
PACOM	1	0.1
Patrick AFB	3	0.4

<u>Organization</u>	<u>#</u>	<u>%</u>
Peterson AFB	2	0.3
Peterson AFB, AFSPC	5	0.6
Picatinny Arsenal	1	0.1
Pope AFB	1	0.1
Pueblo Chemical Depot	1	0.1
Qatar Armed Forces	1	0.1
Radford AAP	1	0.1
Ramstein AB	2	0.3
Randolph AFB	1	0.1
Randolph AFB, AETC	14	1.8
Randolph AFB, AFRS	1	0.1
Red River Army Depot	3	0.4
Redstone Arsenal	4	0.5
Redstone Arsenal, AMC	1	0.1
Robins AFB	6	0.8
Robins AFB, AFRC	2	0.3
Rock Island Arsenal	2	0.3
RTSC Mannheim	1	0.1
Savanna Army Depot	2	0.3
Scott AFB	10	1.3
Seneca Army Depot Activity	1	0.1
Seymour Johnson AFB	2	0.3
Shaw AFB	6	0.8
Sheppard AFB	3	0.4
SOCCENT	5	0.6
SOCEUR	1	0.1
SOCEUR, Patch Barracks	1	0.1
SOCOM	1	0.1
SOC SOUTH	1	0.1
Soldier Systems Center	1	0.1
SOUTHCOM	4	0.5
SOUTHCOM SCEN	1	0.1
SOUTHCOM, J3	1	0.1
State Dept.	5	0.6
SWA, Kuwait	1	0.1
Thule AFB, AFSPC	1	0.1
Tinker AFB	1	0.1
Tobyhanna Army Depot	3	0.4
Tooele Army Depot	1	0.1
Tyndall AFB	2	0.3
Tyndall AFB, ACC	1	0.1

<u>Organization</u>	<u>#</u>	<u>%</u>
Tyndall AFB, ANG	1	0.1
Univ of Las Vegas	1	0.1
US DOT	1	0.1
USACE	16	2.1
USAF Academy	1	0.1
USAG AK	2	0.3
USAG Ansbach	1	0.1
USAG Bamberg	1	0.1
USAG Benelux	1	0.1
USAG Darmstadt	3	0.4
USAG Franconia	1	0.1
USAG Grafenwoehr	2	0.3
USAG Heidelberg	1	0.1
USAG Hessen	1	0.1
USAG HI	3	0.4
USAG Hohenfels	2	0.3
USAG Japan	5	0.6
USAG Kaiserslautern	2	0.3
USAG Livorno	1	0.1
USAG Mannheim	1	0.1
USAG Stuttgart	1	0.1
USAG Vicenza	1	0.1
USAG, Miami	1	0.1
USAID	4	0.5
USAREC	5	0.6
USAREUR	4	0.5
USFK	1	0.1
USMA West Point	1	0.1
USMAAG EMBASSY PERU	1	0.1
USMILGP Bolivia	1	0.1
USMILGP Colombia	2	0.3
USMILGP Honduras	1	0.1
VA / NCA	2	0.3
Vance AFB	2	0.3
Volunteer AAP	1	0.1
Walter Reed Med Ctr	2	0.3
Washington HQ Services	1	0.1
White Sands Missile Range	2	0.3
Whiteman AFB	1	0.1
Wright Patterson AFB	4	0.5
Wright Patterson AFB, AFMC	4	0.5

<u>Organization</u>	<u>#</u>	<u>%</u>
Yakima Training Center	1	0.1
Yongsan Garrison	1	0.1
Total	777	100.0

APPENDIX C

Statistical Details

Table C-1: General Satisfaction Items – Details

<u>General Services</u>												
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S1 Seeks Your Requirements	3	0.4	16	2.1	62	8.1	298	39.1	384	50.3	763	100.0
S2 Manages Effectively	4	0.5	25	3.3	87	11.4	298	39.0	350	45.8	764	100.0
S3 Treats You as a Team Member	6	0.8	12	1.6	58	7.5	202	26.2	493	63.9	771	100.0
S4 Resolves Your Concerns	4	0.5	24	3.1	81	10.5	271	35.1	393	50.8	773	100.0
S5 Timely Service	10	1.3	34	4.4	116	15.0	269	34.8	344	44.5	773	100.0
S6 Quality Product	8	1.1	19	2.5	81	10.7	262	34.6	388	51.2	758	100.0
S7 Reasonable Costs	10	1.4	48	6.5	154	20.9	289	39.2	237	32.1	738	100.0
S8 Displays Flexibility	6	0.8	17	2.2	80	10.3	238	30.8	432	55.9	773	100.0
S9 Keeps You Informed	8	1.0	25	3.2	89	11.5	246	31.8	405	52.4	773	100.0
S10 Your Future Choice	12	1.6	15	2.0	90	11.9	251	33.2	387	51.3	755	100.0
S11 Overall Satisfaction	7	0.9	15	1.9	80	10.3	297	38.4	374	48.4	773	100.0

Table C-2: Specific Services Items– Details

<u>Specific Services</u>												
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S12 Planning (Charettes, Master...)	2	0.4	10	2.0	56	11.5	193	39.5	227	46.5	488	100.0
S13 Inspections/Investigations (Non-Env)	0	0.0	8	2.2	53	14.8	135	37.8	161	45.1	357	100.0
S14 Environmental Studies	0	0.0	5	1.4	53	15.1	133	37.8	161	45.7	352	100.0
S15 Environmental Compliance	3	0.9	6	1.9	45	14.0	109	33.9	159	49.4	322	100.0
S16 BRAC	2	0.9	6	2.7	25	11.4	92	41.8	95	43.2	220	100.0
S17 Real Estate	4	1.5	5	1.8	49	17.9	98	35.9	117	42.9	273	100.0
S18 Project Management	3	0.5	13	2.0	76	11.7	255	39.4	300	46.4	647	100.0
S19 Project Documents	6	1.3	19	4.3	64	14.3	169	37.9	188	42.2	446	100.0
S20 Funds Management	8	1.4	21	3.7	107	19.1	196	34.9	229	40.8	561	100.0
S21 A/E Contracts	3	0.6	9	1.9	78	16.3	213	44.4	177	36.9	480	100.0
S22 Engineering Design	5	1.0	12	2.4	90	18.0	219	43.7	175	34.9	501	100.0
S23 IDIQ Contracts	3	0.8	15	4.1	51	13.9	139	37.9	159	43.3	367	100.0
S24 Construction Quality	1	0.2	13	2.6	75	15.0	210	42.1	200	40.1	499	100.0
S25 Timely Construction	13	2.6	31	6.3	98	19.8	189	38.1	165	33.3	496	100.0
S26 Construction Turnover	8	1.8	11	2.4	83	18.4	193	42.9	155	34.4	450	100.0
S27 Warranty Support	3	0.7	12	2.9	90	21.6	166	39.9	145	34.9	416	100.0
S28 End-user Satisfaction	2	0.4	11	2.3	62	12.7	214	43.9	198	40.7	487	100.0
S29 Maintainability	1	0.2	11	2.4	68	15.0	213	47.0	160	35.3	453	100.0
S30 Privatization Support	1	0.8	4	3.1	22	17.3	47	37.0	53	41.7	127	100.0
S31 IS Checkbook	3	2.8	2	1.8	22	20.2	37	33.9	45	41.3	109	100.0
S32 On-site Project Mgmt	6	1.1	18	3.3	59	10.8	194	35.6	268	49.2	545	100.0
S33 Value of S&R	3	0.5	11	1.9	75	13.2	220	38.7	260	45.7	569	100.0
S34 Value of S&A	4	0.8	8	1.5	66	12.4	210	39.4	245	46.0	533	100.0

Table C-3: Mean Satisfaction Scores by Customer Group FY06

	<u>Air Force</u>		<u>Army</u>		<u>Other</u>		<u>Total</u>	
<u>Item</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>
S1 Seeks Your Requirements	4.41	215	4.31	359	4.43	188	4.37	762
S2 Manages Effectively	4.30	212	4.21	363	4.34	188	4.27	763
S3 Treats You as Team Member	4.56	216	4.44	364	4.60	190	4.51	770
S4 Resolves Your Concerns	4.33	217	4.27	364	4.43	191	4.33	772
S5 Timely Service	4.26	216	4.14	366	4.13	190	4.17	772
S6 Quality Product	4.39	214	4.25	360	4.40	183	4.33	757
S7 Reasonable Cost	4.02	210	3.85	346	4.04	181	3.95	737
S8 Displays Flexibility	4.41	217	4.31	365	4.53	190	4.39	772
S9 Keeps You Informed	4.32	215	4.26	366	4.41	191	4.31	772
S10 Your Future Choice	4.31	214	4.27	358	4.38	182	4.31	754
S11 Overall Satisfaction	4.33	215	4.27	366	4.39	191	4.32	772
S12 Planning (Charettes, Master ...)	4.37	145	4.22	237	4.39	105	4.30	487
S13 Investigations/Inspections (Non-Env)	4.20	91	4.21	177	4.43	88	4.26	356
S14 Environmental Studies	4.43	75	4.23	191	4.28	85	4.28	351
S15 Environmental Compliance	4.44	87	4.16	170	4.45	64	4.29	321
S17 Real Estate	4.27	59	4.13	168	4.20	46	4.17	273
S18 Project Management	4.31	182	4.25	300	4.37	164	4.30	646
S19 Project Documents (1354, 1391...)	4.09	127	4.11	219	4.34	99	4.16	445
S20 Funds Management	4.08	162	4.12	259	4.12	139	4.11	560
S21 A/E Contract Services	4.14	143	4.10	230	4.28	107	4.15	480
S22 Engineering Design	4.09	152	3.99	233	4.30	116	4.09	501
S23 IDIQ Contracts	4.16	89	4.10	194	4.42	84	4.19	367
S24 Construction Quality	4.22	150	4.13	231	4.29	118	4.19	499
S25 Timely Construction	3.78	147	3.90	231	4.19	118	3.93	496
S26 Construction Turnover	4.09	139	4.00	210	4.15	101	4.06	450
S27 Warranty Support	4.06	135	3.97	195	4.22	86	4.05	416
S28 End-user Satisfaction	4.25	146	4.16	230	4.32	111	4.22	487
S29 Maintainability	4.18	141	4.07	211	4.28	101	4.15	453
S30 Privatization Support	4.29	21	4.16	74	4.06	32	4.16	127
S32 On-site Project Mgmt	4.21	163	4.28	257	4.39	124	4.29	544
S33 Value of S&R	4.27	157	4.24	272	4.35	139	4.27	568
S34 Value of S&A	4.28	158	4.20	253	4.47	121	4.29	532

Items in **bold** are statistically significant at $\alpha = .05$.

Table C-4: Mean Satisfaction Scores by Work Category FY06

<u>Item</u>	<u>Construction</u>		<u>Environmental</u>		<u>Other</u>		<u>Total</u>	
	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>
S1 Seeks Your Requirements	4.35	413	4.39	126	4.40	224	4.37	763
S2 Manages Effectively	4.18	416	4.43	126	4.32	222	4.26	764
S3 Treats You as Team Member	4.49	417	4.62	125	4.48	229	4.51	771
S4 Resolves Your Concerns	4.24	417	4.47	126	4.40	230	4.33	773
S5 Timely Service	4.11	416	4.26	126	4.22	231	4.17	773
S6 Quality Product	4.21	407	4.51	126	4.42	225	4.32	758
S7 Reasonable Cost	3.86	400	4.16	123	3.98	215	3.94	738
S8 Displays Flexibility	4.31	418	4.58	126	4.43	229	4.39	773
S9 Keeps You Informed	4.29	416	4.41	126	4.30	231	4.31	773
S10 Your Future Choice	4.23	409	4.48	124	4.35	222	4.31	755
S11 Overall Satisfaction	4.24	416	4.46	127	4.37	230	4.31	773
S18 Project Management	4.26	388	4.39	107	4.30	152	4.29	647
S20 Funds Management	4.01	328	4.32	91	4.16	142	4.10	561
S21 A/E Contract Services	4.13	307	4.38	58	4.09	115	4.15	480
S23 IDIQ Contracts	4.17	214	4.45	56	4.08	97	4.19	367
S33 Value of S&R	4.25	330	4.37	101	4.26	138	4.27	569
S34 Value of S&A	4.24	334	4.45	92	4.29	107	4.28	533

Items in **bold** are statistically significant at $\alpha = .05$.

Table C-5: FY97-06 Responses by Division & Survey Year

Division	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	Total
AED	0	0	0	0	0	0	0	0	0	5	5
GRD	0	0	0	0	0	0	0	0	0	12	12
HQ	119	81	53	14	5	3	11	2	1	0	289
LRD	57	25	57	25	19	34	47	46	33	39	382
MVD	0	0	5	0	0	0	4	0	0	0	9
NAD	178	161	154	119	74	112	103	115	137	168	1321
NWD	104	108	124	150	162	110	105	91	120	101	1175
POD	79	98	109	84	90	60	96	99	101	91	907
POF	0	0	0	0	0	0	0	13	0	0	13
SAD	87	78	95	75	90	108	92	111	151	191	1078
SPD	47	58	69	72	14	57	23	47	71	42	500
SWD	55	54	72	48	50	79	71	81	58	66	634
SWF	0	0	0	0	0	0	1	0	0	0	1
TAC	0	32	7	4	13	8	11	21	23	62	181
Total	726	695	745	591	517	571	564	626	695	777	6507

Note TAC is classified as a ‘Center’ but is shown for completeness.

Table C-6: FY97-06 Responses by District & Survey Year

	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	Total
District	119	81	53	14	5	3	11	2	1	0	289
AED	0	0	0	0	0	0	0	0	0	5	5
GRD	0	0	0	0	0	0	0	0	0	11	11
LRE	0	0	0	0	0	0	0	1	0	0	1
LRH	0	0	0	0	0	0	0	0	0	1	1
LRL	57	25	57	25	19	34	44	45	32	38	376
LRN	0	0	0	0	0	0	0	0	1	0	1
LRP	0	0	0	0	0	0	3	0	0	0	3
MVN	0	0	0	0	0	0	2	0	0	0	2
MVP	0	0	4	0	0	0	0	0	0	0	4
MVR	0	0	1	0	0	0	1	0	0	0	2
MVS	0	0	0	0	0	0	1	0	0	0	1
NAB	36	52	30	20	32	43	29	32	29	29	332
NAE	0	0	0	1	6	14	9	7	2	5	44
NAN	17	13	15	20	15	6	8	18	9	23	144
NAO	35	34	38	37	18	12	18	29	27	39	287
NAP	5	9	1	1	0	0	0	0	8	22	46
NAU	85	53	70	40	3	37	39	28	62	50	467
NWK	17	4	14	6	10	6	10	7	15	7	96
NWO	26	23	26	67	68	63	52	43	61	61	490
NWS	61	81	84	77	84	41	43	42	44	33	590
POA	22	32	18	9	32	19	48	59	43	37	319
POF	17	13	32	12	18	14	14	13	12	19	164
POH	15	20	27	36	16	6	11	15	21	13	180
POJ	25	33	32	27	24	21	23	25	25	22	257
SAJ	0	0	0	0	0	0	1	1	1	0	3
SAM	38	37	47	47	50	78	65	90	96	124	672
SAS	49	41	48	28	40	30	26	20	53	64	399
SAW	0	0	0	0	0	0	0	0	1	4	5
SPA	20	15	17	14	3	8	6	7	18	18	126
SPK	12	22	34	32	3	41	9	30	36	9	228
SPL	15	21	18	26	8	8	7	10	17	13	143
SPN	0	0	0	0	0	0	1	0	0	2	3
SWF	30	36	47	28	13	39	38	39	31	36	337
SWL	13	9	10	11	9	7	4	7	6	5	81
SWT	12	9	15	9	28	33	30	35	21	25	217
TAC	0	32	7	4	13	8	11	21	23	62	181
Total	726	695	745	591	517	571	564	626	695	777	6507

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